



# **Operation Mobilisation Annual Report and Financial Statements**

**Year ended 31 December 2021**

Company Number 02564320

Charity Registration Number 1008196 (England and Wales)

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The Board of Trustees present their annual report, together with the strategic report and audited financial statements, for the year ended 31 December 2021.

#### 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

Michael Young (Company Chairperson, appointed 9<sup>th</sup> September 2021)

David Ost (Chair) - (Resigned 9<sup>th</sup> September 2021)

Geffrey Meyer (Deputy Chair)

Paul Lindsay

Kathryn Myers

Amos Fatokun

Michael Wildsmith (appointed 10/2/21)

David Skews (resigned 9/6/21)

Peter Lawrence (resigned 8/12/21)

#### EXECUTIVE LEADERSHIP TEAM

Matthew Skirton	Chief Executive Officer (CEO)
Rob Scoulding	Director of Strategic Partnerships
Andrew Berry	Director of People in Mission
Jaco Swart	Director of Operations
Kevin Boyce	Director of Community

#### 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 120 countries and on board the OM Ship "Logos Hope". Overall, there are over 4,500 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: Inspire, Equip, Connect.

The vision of OM UK in collaboration with other OM teams, Fields and Areas is focused on progressing the vision of to see vibrant communities of Jesus followers (VCJF) established in the least reached areas across the world.





## **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 5) 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 six 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. 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. This is in line with the global OM Mission Statement of wanting to see vibrant communities of Jesus followers among the least reached.

Within the UK, Operation Mobilisation seeks to work alongside the church to minister to diaspora communities. We work alongside the church to advance the Christian faith among the least reached communities living in the UK. The three words that best encapsulate our strategic goals are:

- TO INSPIRE
- TO EQUIP
- TO CONNECT

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.

### **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

### PARTNER GENEROSITY

As we came to the end of 2021, we celebrated that our income increased slightly despite the ongoing impacts of the pandemic and economic downturn.

We had two major emergency appeals in 2021 for which we once again saw the amazing generosity of our partners:

- North India Covid appeal – we were able to send gifts to support the work of our partner organisation Nicodemus Trust to provide food and practical aid to thousands of families affected by Covid-19;
- Afghanistan crisis appeal raised over £240,000 with funding sent to support the work amongst those fleeing the country following the Taliban takeover.

We were also able to disperse significant funds to 71 OM projects around the world.

We continue to partner with colleagues from across the globe on a major gift campaign strategy. We have begun to see the fruits of this collaboration with a significant individual gift received from a major donor towards an additional vessel for the Ships ministry.

The '*Africans reaching Africans*' campaign meant we were able to support young Africans for 6 months to go to *Logos Hope* while it was in Africa. A number of these folk will be staying on board for a further one to two years.

Work continued designing and delivering campaigns that will enable more funds to be raised for undesignated use.

### PARTNER ENGAGEMENT

In 2021 we launched a new strategy document which identified three key strategic audiences:

- young disciples(16-30s);
- church leaders/ influencers; and
- faithful supporters.

Our key message for all of the above is that we want people to "Live Out Love", encouraging British Christians to live out a lifestyle that reflects the love of God at home, at work, and around the world.

As part of this strategy, we made OM website more appealing to the younger audience that we are seeking to engage with.

Our 2021 Christmas appeal with the message of *Live Out Love* took the simple question of 'how will you live out love this Christmas?' We also included a bookmark of key prayer points, one for each month of the year. These have been well received by supporters.

Building on the 2020 strategic review the Partner Relationship team continued to strengthen relationships with church leaders and influencers within the key communities of students and young people. Work continued to develop a suite of resources for leaders to enable them to encourage British Christians to consider how they might live out God's love amongst the least reached. A number of digital training events were held which were well received, and these will be further developed in 2022.



## **PARTNER JOURNEY**

The Partner Journey Team continued to build and develop our support for both individual and church partners of OM in the UK. We sought to engage and inspire those who connect with OM, from the new donor or subscriber right through to our longstanding faithful partners and the Alumni who have previously served with OM in different parts of the world.

We continued to update and improve our processes for capturing and maintaining data from partners in line with GDPR guidelines.

We continued to develop, build and maintain relationships with churches through our church partner managers and our network of volunteer ambassadors who also represent OM in their areas.

## **MISSION OPPORTUNITIES**

### **SHORT TERM**

In 2021 OM in the UK engaged with partners in short and longer-term mission opportunities in the UK and abroad.

We undertook a 'hybrid' Teen Street, with participants at the Quinta and a streamed program from Germany. We ran a 'Gap year' program from April to July.

Some of the Short Term Outreaches programs included working with refugees in the UK, the Gulf, Turkey and Ireland.

### **LONG TERM MISSION PERSONNEL**

Over 384 adult individuals, who identify the UK as their sending office, are involved in longer term mission opportunities in OM programmes worldwide (including the UK). We saw 18 new people from the UK join this work in 2021. Our work included dealing with enquiries, applications, orientation, on-field and re-entry care.

## **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, helping run clubs such as sewing, computer literacy and food banks, hosting bible studies, running media-based projects, organising children's events, starting bible study groups and training leaders as well as supporting churches who are doing these types of ministries. More staff were able to return to work throughout the year as lockdown was eased and people adapted to new ways of doing ministry.

## **EQUIPPING MINISTRIES**

We ran a successful 5 month Reach program during the Autumn. Our English Language program was able to do some training online. Some training staff were able to do individual tutoring whilst other team members helped with Disciple Making Ministries (DMM). The mobilisation and equipping of disciples remains at the heart of our programmes. We have seen a number of our graduates going on to serve in different mission locations around the world.



**CARING FOR OUR STAFF**

It has been a challenging time for everyone over the past couple of years. We have sought to support all our staff through this season with things like running an online Managers Role in Resilience Course. For the wider team we ran a 'coming out of lockdown' seminar. As we led the team through a time of reflection it was good to hear people share their challenges but also the many positive things they experienced during lockdown.

Through the year we continued with our daily online Prayer & Encouragement times including our 'Wednesday in the Word' morning Bible study and Thursday Prayer Meetings. We also continued to join in with OM International's monthly day of prayer and fasting. These online times have brought us together as a wider team during periods of lockdown.

**PLANS FOR FUTURE PERIODS**

We are planning several key ministry events as well as a general increase in activities (possibly to pre-covid levels) to *inspire, equip and connect* individuals and churches to missions.

The training department is planning to run two English Language and Cultural Opportunities (ELCO) courses to prepare potential candidates to join OM ministries world-wide. They are also aiming to run REACH programs and the School of Evangelism (SoE) to further equip those considering longer term placements with OM or other mission organisations.

There are also a number of additional ministry activities being planned for 2022 such as the launch of TeenStreet in the UK, the celebrations of 60 years of OM in the UK and short-term outreaches during the Commonwealth Games in Birmingham.

As the Covid vaccination program continues to reduce the impact of the virus, we plan to send more people to serve on the OM ship and OM fields abroad.

OM in the UK aims to significantly grow its gift income to support the task of establishing vibrant communities of Jesus followers among the least reached. We are considering how best to utilise our current database but also how to better inspire new partners to give towards this task. We plan to migrate to a new Customer Relationship Management (CRM) system to facilitate our relationship with partners better.

We plan to grow our Discipleship Making Ministries in Birmingham as well as London by appointing key personnel while also inspiring and equipping the local churches to *live out love*.

We plan to produce three editions of our *Global* magazine and *Heartbeat* prayer guides and distribute each edition to over ten thousand partners.

An IT systems upgrade will be undertaken to ensure that OM in the UK is fully protected against any potential cyber security attack.

The Covid situation will continue to be monitored and where necessary appropriate steps will be taken in the interest of keeping our employees safe as well as any other persons who may be actively engaged with OM in the UK.

**PRINCIPAL RISKS AND UNCERTAINTIES**

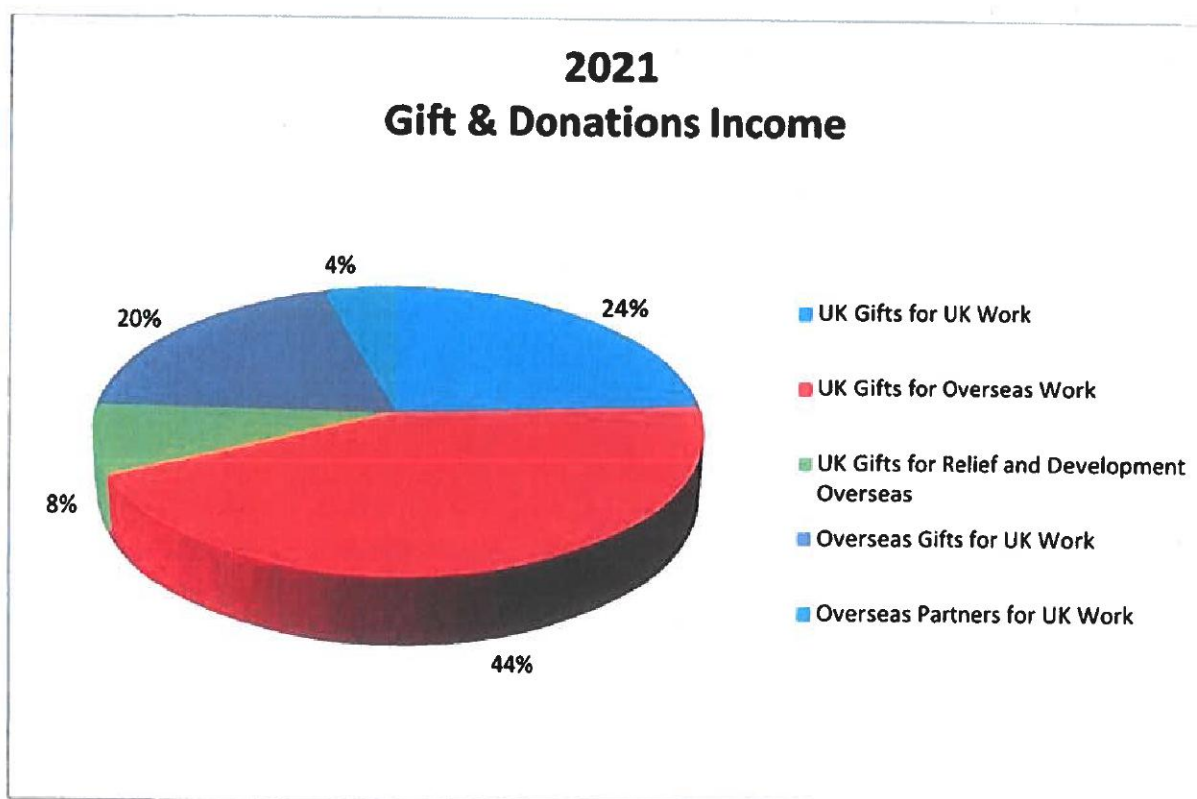
Management has a Risk Management Strategy that is regularly reviewed. Some of the potential risks that are assessed include the following:

- Ongoing Covid disruptions
- Possible critical incidents
- Possible critical system or equipment failures
- Potential negative changes in operating income and expenditure
- Failure to comply with legislative as well as operational requirements.
- Possible lack of resource requirements including key staff.

## STRATEGIC REPORT - FINANCIAL REVIEW

## INCOME

Our total income for 2021 was £10 million (£10 million in 2020). This included income from UK supporters of £7.3 million (£7.27 million in 2020). 97% of our income came from donations and gifts (90% in 2020). The following is an analysis of donations and gifts by category.



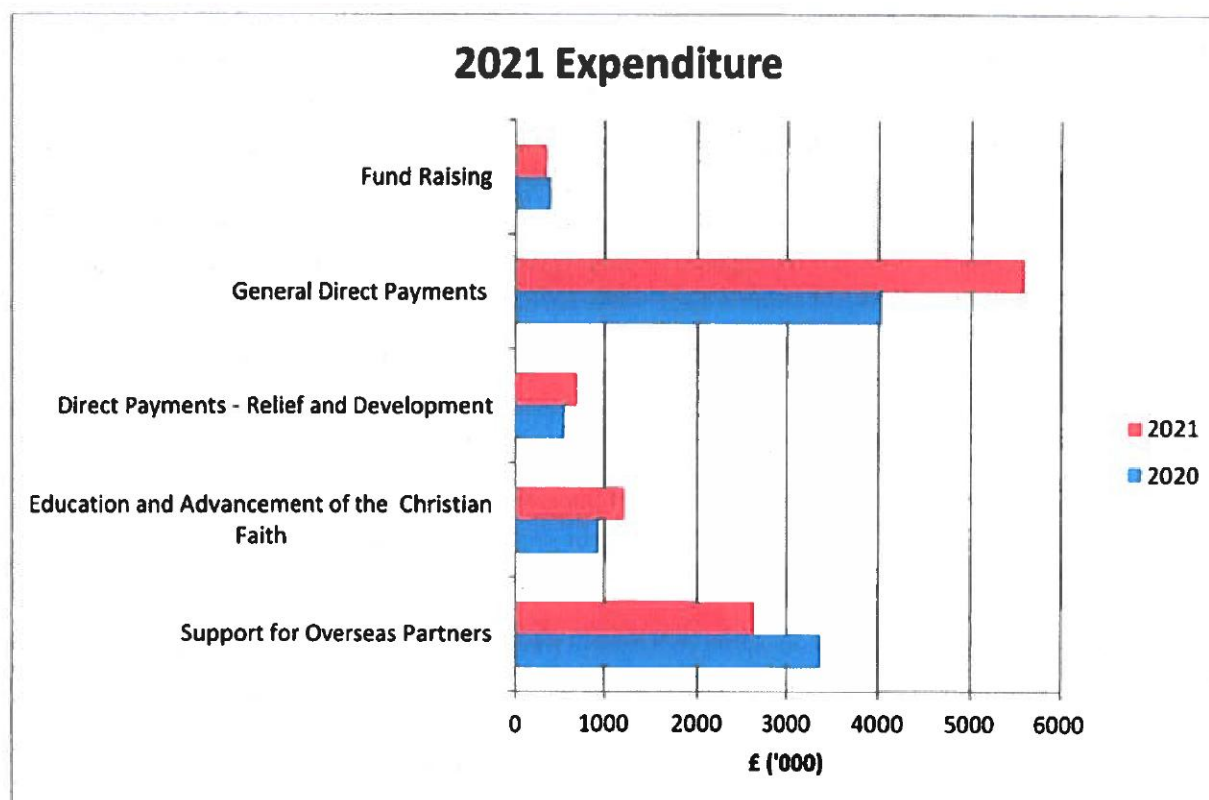
## Gifts and Donations

UK Gifts for UK Work  
 UK Gifts for Overseas Work  
 UK Gifts for Relief and Development Overseas  
 Sub Total  
 Overseas Gifts for UK Work  
 Income from OM fields overseas

	2021 ('000)	2020 ('000)
UK Gifts for UK Work	£ 1,841	£ 2,233
UK Gifts for Overseas Work	£ 4,775	£ 4,542
UK Gifts for Relief and Development Overseas	£ 764	£ 590
<b>Sub Total</b>	<b>£ 7,380</b>	<b>£ 7,365</b>
Overseas Gifts for UK Work	£ 1,932	£ 1,784
Income from OM fields overseas	£ 432	£ 345
<b>Total</b>	<b>£ 9,744</b>	<b>£ 9,494</b>

## EXPENDITURE

Total expenditure was £10.48 million in 2021 (£9.29 million in 2020) and is analysed into the following classifications as shown in the bar chart:



## 2021 EXPENDITURE

	2021 ('000)	2020 ('000)
Support for Overseas Partners	2,628	3,375
Education and Advancement of the Christian Faith	1,215	937
Direct Payments - Relief and Development	692	560
General Direct Payments	5,598	4,026
Fund Raising	350	394
	<b>10,483</b>	<b>9,292</b>

Expenditure (General Direct Payments) in 2021 has been significantly impacted by transferring the equity of the ministry of WACA to a separate legal entity (see note 16 to the accounts).

## FUNDRAISING

Only 3.34% of the total expenditure for 2021 was spent on fundraising, the other 96.66% being spent on our charitable activities (2020 4.24%).

**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 2021 this support has decreased by just over £748k compared with 2020 (2021 2.63 m, 2020 £3.38m)



**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 an increase of expenditure in this area of £278k. (2021 £1.21m, 2020 £0.94m)

**Direct Payments: Relief and Development** – amounts given to help OM's Worldwide work overseas, including education and health. In 2021, expenditure in this area rose by over £130,000 due to Covid relief appeal responses and Afghan refugee crisis appeal responses (2021 £0.69m, 2020 £0.56).

**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. This has increased substantially due to the distributions of restricted and designated funds, specific legacies to other OM ministries being passed on and the transfer of the operations known as WACA to another legal entity (2021 £5.60m, 2020 £3.98m).

TOTAL direct payments of over £6 million are funds raised predominately from UK supporters to finance the work of OM worldwide.

A fuller explanation of the analysis used can be found in Note 7 of the Accounting policies on page 25.

The full results of the company for the year ended 31st December 2021 are set out in the financial statements on pages 21 to 39. 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 16), is required to allow for the uncertain timing of income together with the size and complexity of the operation.

- There are total reserves of £4.92million, of which £0.92million are restricted
- The total of unrestricted reserves at 31<sup>st</sup> December 2021 is £4.00 million
- Included in the above £4 million is undesignated reserves of £1.34 million (2020 £1.28 million) which equates to just over 5 months of operating expenditure
- Three months operating expenditure per the 2022 budget is £0.79 million
- Designated, unrestricted reserves total £2.66m
- Free Reserves excluding designated funds amount to £863k (2020 £805k)

## 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 3) 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.

During the year, we did 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 2021, 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.

## 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 1.

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 2021. 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 October 2019) - (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  and signed on its behalf by:



M Young  
Board Chair



**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OPERATION MOBILISATION****Opinion**

We have audited the financial statements of Operation Mobilisation (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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 Financial Reporting Standard 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 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 charitable company'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 Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 this gives rise to a material misstatement in the financial statements themselves. 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.

### **Opinion 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 including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

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:

- the charitable company has not kept adequate and sufficient accounting records, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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, 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.

### **Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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:

The audit team obtained an understanding of the legal and regulatory frameworks that are applicable to the Charitable Company and determined that the most significant are those that relate to the reporting framework (FRS102 and the Companies Act 2006), the relevant tax compliance regulations, employment law, Health and Safety Regulations and the EU General Data Protection Regulation (GDPR).

We understood how the Charity Company is complying with these frameworks by making enquiries of management and those responsible for legal and compliance procedures. We also reviewed board minutes to identify any recorded instances of irregularity or non compliance that might have a material impact on the financial statements.

We assessed the susceptibility of the Charitable Company's financial statements to material misstatement, including how fraud might occur by meeting with key management to understand where they considered there was susceptibility to fraud. Based on our understanding our procedures involved enquiries of management and those charged with governance, manual journal entry testing, cashbook reviews for large and unusual items and the challenge of significant accounting estimates used in preparing the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.



**Use of our report**

This report is made solely to the charitable company's trustees, 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 charitable company's members those matters we are required to state to them in an Auditors' 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 and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

A Malpass BA,FCA (Senior Statutory Auditor)

For and on behalf of:

WR Partners

Chartered Accountants and Statutory Auditors

Belmont House

Shrewsbury Business Park

Shrewsbury

Shropshire

SY2 6LG

Date: 23 September 2022

WR Partners

WR Partners are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

## STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 December 2021

## INCLUDING INCOME AND EXPENDITURE ACCOUNT

				2021	2020
	Note	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		£	£	£	£
<b>INCOME</b>					
<b>Income from Generated Funds</b>					
Donations and Gifts	2	2,667,345	7,076,584	9,743,929	9,494,558
<b>Income from Investments</b>					
Rental Income		16,000	-	16,000	14,500
Interest Income		478	103	581	6,895
<b>Income from Charitable Activities</b>					
Literature and Other Sales		70	3,342	3,412	3,807
Services to Overseas Partners		21,318	152	21,470	17,084
Other		197,830	49,832	247,662	467,913
<b>Total Income</b>		<b>2,903,041</b>	<b>7,130,013</b>	<b>10,033,054</b>	<b>10,004,757</b>
<b>EXPENDITURE</b>					
<b>Cost of Generating Funds</b>					
Fundraising Costs	3 & 4	349,585	-	349,585	394,435
<b>Charitable Activities</b>					
Education and the Advancement of the Christian Faith	3 & 4	1,077,908	136,810	1,214,718	937,046
Support for Overseas Partners	3 & 4	1,371,884	1,255,916	2,627,800	3,375,915
Direct Payments	3 & 4	224,587	6,065,237	6,289,824	4,586,059
<b>Sub Total Charitable Activities</b>		<b>2,674,379</b>	<b>7,457,963</b>	<b>10,132,342</b>	<b>8,899,020</b>
<b>Total Expenditure</b>		<b>3,023,964</b>	<b>7,457,963</b>	<b>10,481,927</b>	<b>9,293,455</b>
<b>Net Income/(Expenditure)</b>	7	<b>(120,923)</b>	<b>(327,950)</b>	<b>(448,873)</b>	<b>711,302</b>
Gain on Investments		393	-	393	37,049
Transfer of funds		89,919	(89,919)	-	-
Net movement of funds		(30,611)	(417,869)	(448,480)	748,351
<b>Fund Balance brought forward</b>					
1 January 2021		4,028,063	1,342,291	5,370,354	4,622,003
<b>Fund Balance carried forward</b>					
31 December 2021	17	<b>3,997,452</b>	<b>924,422</b>	<b>4,921,874</b>	<b>5,370,354</b>

2021

2020



## BALANCE SHEET AS AT 31 DECEMBER 2021

COMPANY NUMBER: 02564320

	Note	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible Assets	9	2,565,903		2,645,781	
Investments	10	<u>474,529</u>	3,040,432	<u>474,136</u>	3,119,917
<b>CURRENT ASSETS</b>					
Stocks - goods for resale		21,026		22,437	
Debtors	11	589,616		1,285,602	
Cash at Bank and in Hand		<u>1,744,617</u>		<u>1,327,530</u>	
		2,355,259		2,635,569	
<b>CREDITORS - amounts falling due within</b>					
one year	12	<u>(225,369)</u>		<u>(118,813)</u>	
<b>NET CURRENT ASSETS</b>			<u>2,129,890</u>		<u>2,516,756</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>5,170,322</u>		<u>5,636,673</u>
<b>CREDITORS - amounts falling due after</b>					
one year	13		(248,448)		(266,319)
			<u>4,921,874</u>		<u>5,370,354</u>
<b>FUNDS</b>					
Unrestricted Funds - Designated	16	2,659,454		2,748,702	
- General	16	1,337,998		1,279,361	
Restricted Funds	16	<u>924,422</u>		<u>1,342,291</u>	
		<u>4,921,874</u>		<u>5,370,354</u>	

These Financial Statements were approved by the Board of Directors on 8/9/2022.  
Signed on behalf of the Board of Directors.

  
M Young  
Board Chair

## STATEMENT OF CASH FLOWS

Year ended 31 December 2021

		2021	2020
	Note	£	£
<b>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>	<b>18</b>	<b>466,649</b>	<b>604,548</b>
<b>CASH FLOWS USED IN INVESTING ACTIVITIES</b>			
Interest received		582	6,895
Purchase of tangible fixed assets		(50,674)	(47,183)
Proceeds from sale of tangible fixed assets		530	170
Proceeds from Sale of Investment property		-	-
<b>NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES</b>		<b>(49,562)</b>	<b>(40,118)</b>
<b>CASH FLOWS FROM/ (USED IN) FINANCING ACTIVITIES</b>			
Loan repayments/advances		-	-
<b>NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD</b>	<b>19</b>	<b>417,087</b>	<b>564,430</b>
Opening Cash at 1 January		1,327,530	763,100
Closing Cash at 31 December		1,744,617	1,327,530



**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 6 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 October 2019) - (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 2019 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.
- Investment property is valued at market rate as per note 14, valuation of investments.

#### **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.

**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%

<b>Computer equipment</b>	33% per annum
<b>Other fixtures, fittings and equipment</b>	20% per annum
<b>Motor Vehicles</b>	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. The pension charge represents the amount payable by the charity in respect of the year.

**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, donated shares 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. Shares are reviewed annually through online stock exchange websites.

**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 2021****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**

	<b>2021</b>	<b>2020</b>
<b>Unrestricted Donations and Gifts</b>		
<b>Income from UK Supporters</b>		
Legacies	503,162	666,108
Gifts in Kind	-	-
Other	1,337,274	1,566,506
 Income from Overseas Supporters	 395,229	 267,318
Income from OM Fields Overseas	431,680	344,738
<b>Total Unrestricted Income</b>	<b>2,667,345</b>	<b>2,844,670</b>
 <b>Restricted Donations and Gifts</b>		
Income from UK Supporters for Fields Overseas	4,775,492	4,542,397
Income from overseas supporters	1,536,832	1,516,999
Income for Relief and Development work	764,260	590,492
<b>Total Restricted Income</b>	<b>7,076,584</b>	<b>6,649,888</b>
<b>Total Income</b>	<b>9,743,929</b>	<b>9,494,558</b>

**3 - ANALYSIS OF TOTAL UNRESTRICTED EXPENDITURE**

	Education and the advancement of the Christian Faith	Overseas Partners - Support	Direct Payments	Fundraising	TOTAL
Ministry	2,281	2,904	-	251	5,436
Administration	142,686	181,601	-	5,683	329,970
Personnel	784,737	998,757	-	273,699	2,057,193
Travel	21,005	26,733	-	11,709	59,447
Communication	46,903	59,695	-	58,048	164,646
Grant	-	-	224,587	-	224,587
Professional Fees Inc Audit	12,214	15,544	-	-	27,758
Other	68,082	86,650	-	195	154,927
<b>TOTAL</b>	<b>1,077,908</b>	<b>1,371,884</b>	<b>224,587</b>	<b>349,585</b>	<b>3,023,964</b>
<b>2020</b>	<b>817,897</b>	<b>1,738,032</b>	<b>20,323</b>	<b>394,435</b>	<b>2,970,687</b>

**4 - ANALYSIS OF TOTAL RESTRICTED EXPENDITURE**

	Education and the advancement of the Christian Faith	Overseas Partners - Support	Direct Payments	Fundraising	TOTAL
Ministry	17,328	487,584	-	-	504,912
Administration	8,027	126,688	-	-	134,715
Personnel	34,001	248,954	-	-	282,955
Travel	1,937	16,378	-	-	18,315
Communication	3,321	8,566	-	-	11,887
Grant	-	-	6,065,237	-	6,065,237
Professional Fees Inc Audit	1,248	6,660	-	-	7,908
Other	70,948	361,086	-	-	432,034
<b>Total</b>	<b>136,810</b>	<b>1,255,916</b>	<b>6,065,237</b>	<b>-</b>	<b>7,457,963</b>
<b>2020</b>	<b>119,149</b>	<b>1,637,883</b>	<b>4,565,736</b>	<b>-</b>	<b>6,322,768</b>

Direct Payments includes £691,729 (2020 £560,238) for specific OM Worldwide projects for the relief of sickness and poverty.

**5 - AUDITOR'S REMUNERATION**

	2021	2020
Audit fee 2020	-	21,600
Audit fee 2021	22,680	-
<b>Total</b>	<b>22,680</b>	<b>21,600</b>

**6 - ANALYSIS OF GOVERNANCE COSTS**

Governance costs are now included in the total resources expended as shown above. These totalled £49,698 in 2021 (2020 £51,498).

**7 - NET EXPENDITURE BEFORE TRANSFERS**

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

	<b>2021</b>	<b>2020</b>
Exchange (gains)/losses	21,805	25,610
Loss on Disposal fixed assets	6,050	1,082
Depreciation of owned fixed tangible assets	123,971	114,680
Other operating leases rent	79,260	90,703

**8 - STAFF COSTS AND DIRECTORS' REMUNERATION**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries and Wages	2,018,565	2,160,588
Employer National Insurance contributions	138,521	143,469
Pension contributions	74,821	70,730
	<b>2,231,907</b>	<b>2,374,87</b>

No employee received remuneration in excess of £60,000 in the year.

The key management personnel of the charity comprise the trustees plus a UK executive team of 5 people (2020: 7 people) looking after the day-to-day affairs of the charity. The total employee benefits of the key management personnel of the Trust were £175,894 (2020: £226,603).

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

	<b>2021</b>	<b>2020</b>
Support to other missions	56	59
Education and the Advancement of the Christian faith	47	48
Fundraising and Governance	29	30
	<b>132</b>	<b>137</b>

Charity Trustees who are not employees or included above received no remuneration for their services (2020 £nil). Directly incurred expenses, when claimed, are reimbursed, and in 2021 totalled £1,984 for travel, subsistence and administration expenses for two directors (2020 £2,292 for five 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**

	<b>L &amp; B Freehold</b>	<b>L &amp; B Leasehold</b>	<b>Fixtures &amp; Fittings</b>	<b>Motor Vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>COST</b>					
At 1st Jan 2021	2,772,500	513,556	316,370	63,416	3,665,841
Disposals	0	0	(39,125)	(33,996)	(73,121)
Additions	0	0	26,979	23,695	50,674
At 31 December	2,772,500	513,556	304,224	53,115	3,643,394
<b>Depreciation</b>					
At 1st Jan 2021	(454,800)	(245,866)	(268,031)	(51,365)	(1,020,061)
Provision	(61,050)	(16,985)	(37,457)	(8,479)	(123,971)
Disposals	0	0	36,496	30,045	66,541
At 31 December	(515,850)	(262,851)	(268,992)	(29,799)	(1,077,491)
<b>Net Book Values</b>					
AT 31 DEC 2021	<b>2,256,650</b>	<b>250,705</b>	<b>35,232</b>	<b>23,316</b>	<b>2,565,903</b>
AT 31 DEC 2020	<b>2,317,700</b>	<b>267,690</b>	<b>48,340</b>	<b>12,051</b>	<b>2,645,781</b>

**10 - INVESTMENTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Investment Properties	450,000	450,000
Donated shares	24,529	24,136
	<b>474,529</b>	<b>474,136</b>

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. The valuations were based on the Directors' estimate of the market value, supported by valuations provided by Estate Agents. This is rented out to generate an income for the Charity. Following a desktop review, the valuation was confirmed as shown above.

**11 - DEBTORS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Due within one year</b>		
Other Debtors	504,848	1,188,706
Prepayments and accrued income	24,089	26,589
	<b>528,937</b>	<b>1,215,295</b>
<b>Due after one year but within 5 years</b>		
Other	60,679	70,307
<b>TOTAL DEBTORS</b>	<b>589,616</b>	<b>1,285,602</b>
Included in debtors are beneficial loans as follows:		
Due within one year	20,962	26,181
Due after one year	60,679	70,307
	<b>81,641</b>	<b>96,488</b>

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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Tax and National Insurance	35,638	37,314
Accruals	82,679	21,949
Trade Creditors	51,018	17,074
Other Creditors	56,033	42,476
<b>Total</b>	<b>225,368</b>	<b>118,813</b>

**The movement in Deferred Income was:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Balance at 1st January	-	43,364
Amount released to incoming resources	-	(43,364)
Amount deferred in the year	-	-
Balance at 31st December	-	-

Deferred income comprises specific gifts given for projects or individuals where the expense is wholly restricted to 2022 or beyond.

**13 - CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Loans	53,100	53,100
Accruals	195,34	213,219
<b>Total</b>	<b>248,44</b>	<b>266,319</b>

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 COMMITMENTS**

At 31 December 2021 there were total commitments under non-cancellable operating leases as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Payment Due within:</b>		
Less than one year	43,159	43,159
Over One year but less than five years	106,274	122,115
Five years and over	272,456	293,414
<b>TOTAL</b>	<b>421,889</b>	<b>458,688</b>

**15 - CALLED UP SHARE CAPITAL**

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



**16 - STATEMENT OF FUNDS**

	At 1 January 2021	Income	Expenditure	Utilised/ Transfers	At 31 December 2021
	£	£	£	£	£
<b>Unrestricted</b>					
Designated					
Asset Fund	2,412,753	-	-	(61,704)	2,351,049
UKNO	335,949	11,366	(117,516)	78,606	308,405
Total Designated	2,748,702	11,366	-117,516	16,902	2,659,454
General	1,279,361	2,891,675	(2,906,428)	73,390	1,337,998
<b>TOTAL UNRESTRICTED</b>	<b>4,028,063</b>	<b>2,903,041</b>	<b>(3,023,944)</b>	<b>90,292</b>	<b>3,997,452</b>
<b>Restricted</b>					
UK Supporters for Fields Overseas	-	3,588,438	(3,588,438)	-	-
Relief of Sickness & Poverty	60,779	764,260	(691,729)	-	133,310
WACA	473,257	-	(477,279)	4,022	-
Special Projects	354,722	2,071,571	(2,108,725)	(35,340)	282,228
UKNO restricted - appeals	45,911	499,349	(457,162)	4,632	92,730
UKNO restricted - short term missions	4,042	44,193	(46,342)	(1,554)	339
UKNO restricted - other	170,552	162,202	(88,308)	(44,110)	200,336
Asset Fund	233,028	-	-	(17,549)	215,479
<b>TOTAL RESTRICTED</b>	<b>1,342,291</b>	<b>7,130,013</b>	<b>(7,457,983)</b>	<b>(89,899)</b>	<b>924,422</b>
<b>TOTAL FUNDS</b>	<b>5,370,354</b>	<b>10,033,054</b>	<b>(10,481,927)</b>	<b>393</b>	<b>4,921,874</b>

**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:

- UK supporters for fields overseas – Moneys received for OM's work overseas and transferred directly to them.
- 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 1<sup>st</sup> 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.

**17 - ANALYSIS OF NET ASSETS BETWEEN FUNDS AS AT 31 DECEMBER 2021**

	<b>Fixed Assets</b>	<b>Net Current Assets</b>	<b>Long Term Creditors</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted Funds</b>				
Asset Reserve	2,351,049	-	-	2,351,049
Designated funds	-	308,405	-	308,405
Other	473,904	1,112,542	(248,448)	1,337,998
<b>Total Unrestricted Funds</b>	<b>2,824,953</b>	<b>1,420,947</b>	<b>(248,448)</b>	<b>3,997,452</b>
<b>Restricted Funds</b>				
Asset Reserve	215,479	-	-	215,479
Other	-	708,943	-	708,943
<b>Total restricted Funds</b>	<b>215,479</b>	<b>708,943</b>	<b>-</b>	<b>924,422</b>
<b>Total</b>	<b>3,040,432</b>	<b>2,129,890</b>	<b>(248,448)</b>	<b>4,921,874</b>

**As at 31 December 2020**

	<b>Fixed Assets</b>	<b>Net Current Assets</b>	<b>Long Term Creditors</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted Funds</b>				
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
<b>Total Unrestricted Funds</b>	<b>2,886,889</b>	<b>1,407,493</b>	<b>(266,319)</b>	<b>4,028,063</b>
<b>Restricted Funds</b>				
Asset Reserve	233,028	-	-	233,028
Other	-	1,109,263	-	1,109,263
<b>Total restricted Funds</b>	<b>233,028</b>	<b>1,109,263</b>	<b>-</b>	<b>1,342,291</b>
<b>Total</b>	<b>3,119,917</b>	<b>2,516,756</b>	<b>(266,319)</b>	<b>5,370,354</b>



**18 - RECONCILIATION OF NET EXPENDITURE TO NET CASHFLOW FROM OPERATING ACTIVITIES**

	2021	2020
Net income/ (expenditure)	(448,480)	748,351
(Gain)/Loss on investments	(393)	(37,049)
Interest received	(581)	(6,895)
Depreciation	123,971	118,880
Loss on sale of fixed assets	6,050	1,082
Decrease in stocks	1,411	(14,009)
(Increase)/ decrease in debtors	695,986	(134,760)
increase/ (Decrease) in creditors	88,685	(71,052)
Net cash (outflow)	<b>466,649</b>	<b>604,548</b>

**19 - RECONCILIATION OF NET CASHFLOW TO MOVEMENT IN NET FUNDS**

	2021	2020
	£	£
Increase (decrease) in cash for the year	417,087	564,430
<b>Changes in net funds resulting from cashflows</b>	<b>417,087</b>	<b>564,430</b>
Opening net funds	1,327,530	763,100
Closing net funds	1,744,617	1,327,530

**20 - ANALYSIS OF CASH AND CASH EQUIVALENTS**

	Net Funds as at 1/1/21	Cashflow in year	Net Funds as at 31/12/21
Cash Deposits	279,244	146,048	425,292
Cash at Bank and in Hand	1,048,286	271,039	1,319,325
<b>Total Cash and Cash equivalents</b>	<b>1,327,530</b>	<b>417,087</b>	<b>1,744,617</b>

**21 - SUBSIDIARY COMPANIES**

The organisation no longer operates any subsidiary companies.

**22 - 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 2021, £2,800 was due and is included with other debtors (2021 £2,800). A further advance of £5,000 was provided to the Trust in 2021 to assist with cashflow. OM has paid £17,785 (inclusive of the advance) expenses on behalf of the Trust during the year (2020 £8,600) and at the end of 2021 an additional debtor of £37,676 (2020 £19,891) is included with other debtors.

Total aggregate donations by Trustees and connected persons amounted to £136,856 (2020 £150,963) given predominately to support OM work overseas in response to appeals for funds from them.

### **23 - 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 £74,821 (2020: £70,730) were paid in the year. At the year-end £6,8 (2020: £5,777) was outstanding and included within creditors

## 25 – STATEMENT OF FINANCIAL ACTIVITIES

**Year ended 31 December 2020**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**

		<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2020 Total Funds</b>
	<b>Note</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>INCOME</b>				
<b>Income from Generated Funds</b>				
Donations and Gifts	2	2,844,670	6,649,888	9,494,558
<b>Income from Investments</b>				
Rental Income		14,500	-	14,500
Interest Income		4,698	2,197	6,895
<b>Income from Charitable Activities</b>				
Literature and Other Sales		522	3,285	3,807
Services to Overseas Partners		20,060	(2,976)	17,084
Other		424,102	43,811	467,913
<b>Total Income</b>		<b>3,308,552</b>	<b>6,696,205</b>	<b>10,004,75</b>
<b>EXPENDITURE</b>				
<b>Cost of Generating Funds</b>				
Fundraising Costs	3 & 4	394,435	-	394,435
<b>Charitable Activities</b>				
Education and the Advancement of the Christian Faith	3 & 4	817,897	119,149	937,046
Support for Overseas Partners	3 & 4	1,738,032	1,637,883	3,375,915
Direct Payments	3 & 4	20,323	4,565,736	4,586,059
<b>Sub Total Charitable Activities</b>		<b>2,576,252</b>	<b>6,322,768</b>	<b>8,899,020</b>
<b>Total Expenditure</b>		<b>2,970,687</b>	<b>6,322,768</b>	<b>9,293,455</b>
<b>Net Income/(Expenditure)</b>	7	<b>337,865</b>	<b>373,437</b>	<b>711,302</b>
Gain on Investments		37,049	-	37,049
Transfer of funds		67,923	(67,923)	-
Net movement of funds		442,837	305,514	748,351
<b>Fund Balance brought forward</b>				
1 January 2020		3,585,226	1,036,777	4,622,003
<b>Fund Balance carried forward</b>				
31 December 2020	16 & 17	4,028,063	1,342,291	5,370,354

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.



