

EVANGELICAL MISSION ASSOCIATION

England & Wales · Charity number 1081966

Details

Other names	EVANGELICAL MISSIONARY ALLIANCE, EMA, GLOBAL CONNECTIONS
Status	Registered
Legal form	CIO
Registered	2000-08-10
Register	View on the Charity Commission register

Contact

Address	Christian Medical Fellowship 6-8 Marshalsea Road London SE1 1HL
Phone	01926487755
Email	info@globalconnections.org.uk
Website	www.globalconnections.org.uk

Activities

Objects: TO MAINTAIN, ADVANCE AND PROMOTE THE CHRISTIAN FAITH THROUGHOUT THE WORLD BY SUCH MEANS BEING CHARITABLE AS THE CHARITY SHALL IN ITS ABSOLUTE DISCRETION THINK FIT.

Activities: The object for which the company is established is to maintain, advance and promote the Christian Faith throughout the world by such means as the Trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of its members and the UK church in relation to world mission activities.

Classification

- **How:** Provides Other Finance, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Religious Activities
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- **Area of benefit:** THROUGHOUT THE WORLD
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£249,378	£315,684	-	-
2023-12-31	£415,673	£276,761	-	-
2022-12-31	£298,174	£287,594	-	-
2021-12-31	£299,191	£218,569	-	-
2020-12-31	£326,403	£326,964	-	-

Trustees

Name	Role	Appointed
Abigail Willetts		2024-03-21
Anu Ola		2022-10-19
Caroline Maxwell		2024-03-21
Cindy Crossley		2024-03-21
Folasakin Oyeleye		2022-10-19
Louisa Evans		2022-10-19
Mark Pickett		2024-03-21
Natasha Rayan		2024-03-21
Nathaniel Jennings		2025-10-22
Rev Vanmelitharayil Samkutty		2025-10-22

EVANGELICAL MISSION ASSOCIATION

England & Wales - Charity number 1081966

Accounts



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2024**

CONTENTS

1. Report of The Trustees	3
1.1 Reference and Administrative Details	3
1.2 Structure, Governance & Management	4
1.3 Our Aims, Objectives and Activities.....	6
1.4 Summary of Main Activities and Performance by Strategic Objective in 2024	7
1.5 Summary of Achievements and Performance against Operational Plans in 2024	11
1.6 Financial Review.....	13
1.7 Future Plans and Activities.....	15
1.8 Responsibilities of The Trustees	15
2. Independent Examiner’s Report to The Evangelical Mission Association (“Global Connections”).....	17
3. Financial Statements	18
3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2024	18
3.2. Balance Sheet (As At 31 December 2024).....	19
3.3. Notes To The Financial Statements For The Year Ending 31 December 2024	20

1. Report of The Trustees

The trustees have pleasure in presenting their report and accounts for the year ended 31 December 2024.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as trustees during the year and to the date of this report:

Mr Alan Tower	Mrs Louisa Evans
Mr Fola Oyeleye	Mr Chris Ducker
Mrs Anu Ola	Mr Mark Pickett (elected Oct 2024)
Trustee XX – Trustee with Dispensation	Mrs Natasha Rayan (elected Oct 2024)
Mrs Cindy Crossley (elected Oct 2024)	Mrs Caroline Maxwell (elected Oct 2024)
Ms Abi Willetts (elected Oct 2024)	

Council

The following individuals, together with the trustees, served as Council members during 2024:

Abi Willetts*	Evan Winter	Mark Pickett*
Brian Wakelin (resigned Oct 24)	Gary Sloan	Michael Prest
Chris Howles	Girma Bishaw	Natasha Rayan*
Cindy Crossley*	Gordon Darragh	Paul Cooke
Claire Franks	Henry Lu	Rachael Heffer (Hon member)
Dan Yarnell	Iván Neira	Ray Porter
David Baldwin (resigned Oct 24)	James Poole	Robert Scott
David Cook	John McLernon	Roger Purdom
David King	Mark Handley	Siew H Ong

*Stood down from the Council in March 2024 to join the Board of Trustees as a co-opted member.

Company Secretary during 2024

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies (to 29 March 2024)

Chairman of Board: Mr Alan Tower

Key Management Personnel

Dr Chris Wigram (Interim Chief Executive Officer – in post until 21 June 2024)

Mr Ben Stansfield (Chief Executive Officer – commenced in post 24 June 2024)

Mr Andy Law (Chief Operating Officer)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

K Gomes FCIE MAAT
Independent Examiners Ltd
Unit 2, The Broadfields Business centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Bankers

1. Santander, Bridle Road, Bootle, G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, London, SE1 1LY
3. Kingdom Bank, Media House, Padge Road, Beeston, Nottingham, NG9 2RS
4. The Co-operative Bank p.l.c., 1 Balloon Street, Manchester, M4 4BE

1.2 Structure, Governance & Management

1.2.1 Constitution of the Charity and Status

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities and the Northern Ireland Office is called Mission Action Partnership (MAP). The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council members that served during 2024 are listed on page 1. The term of office is three years, and each Council member is eligible to serve for up to three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met three times during 2024 – two regular meetings, and once for the Annual General Meeting.

It is with sadness that the trustees recognise the death of the charity's honorary president, Reverend Stanley Davies in March 2024. Stanley made a tremendous contribution to the Evangelical Mission Alliance (then Association), and was instrumental in creating a firm foundation for his successors to build on. All of us connected with the Evangelical Mission Association send our condolences to Stanley's family, and pray for God's close presence in their grief.

1.2.2 The Board

The trustees (who together form the Board of Trustees), who held office during 2024, are listed on page 3. There were no resignations during the year, but four Council members and one individual previously external to the network, were co-opted to the Board in March and

subsequently elected as full members of the Board, at the Council meeting in October 2024. All trustees have received the Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years, and each trustee is eligible to serve for up to three terms.

None of the trustees had any financial interest in any transaction or arrangement with the charity (other than as a trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the trustees are active in the running of the charity and there is a clear set of roles and responsibilities for trustees and staff. The trustees met four times during the year, with ad hoc meetings when required, as well as participating in Council meetings and other network events. The Board is supported by an advisory committee on finance and governance; this Finance & Governance Committee (F&GC) supports the trustees and senior management with financial planning and oversight, risk identification and management, pension scheme oversight and policy review assessment. At the start of the year, the trustees also invested additional time into the recruitment of a new CEO. The recruitment process was ultimately successful, and Ben Stansfield commenced in post on 24 June 2024.

The trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The trustees abide by a clear conflict of interest policy which states that any trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify the major risks to ensure that all appropriate mitigations are in place. The most prominent risks currently being managed by the charity relate to the potential impact of changes to the GC Pension Scheme, competition from other Christian jobs advertisers, and the implications of being unable to recruit to vacancies in the staff team should they occur. While there are significant financial implications associated with the jobs advertising risk, the trustees are satisfied that adequate mitigations and contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of this, and all, risks.

The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e., our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Since a review carried out in 2022, the charity's strapline and supporting statement remain:

Strapline: *Together for the future of mission*

Supporting Statement: ***'Connecting and equipping the UK church and mission community in a changing world.'***

The charity's key objectives are:

1. **Connect** — help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.
2. **Inspire** — inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.
3. **Explore** — engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.
4. **Equip** — prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.

The trustees believe that these keywords clarify the charity's objectives and provide a helpful framework for the members and staff of Global Connections, Global Connections Jobs & Mission, and MAP.

The trustees remain mindful of the guidance contained in the Charity Commission's general guidance on public benefit whenever reviewing our aims and objectives and in planning our future activities. In accordance with this guidance, the trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message.

Non-network members can attend events and use resources where available. The trustees consider that the public is well served by strengthening and improving the practise of its members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2024

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent.

1.4.1 CONNECT – *help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.*

As a network of member organisations, Global Connections strives to facilitate individuals, agencies, churches and network associates to connect with one another, to share experiences and learning, and offer mutual support. Global Connections and MAP have continued to facilitate these connections in the following ways:

- a) **Forums and Events** – Over the course of 2024, Global Connections and MAP delivered a total of 64 events (compared to 27 in 2023). These were a combination of online and in-person gatherings, and included 21 ‘coffee breaks’ which are more informal in nature and focus on peer support and learning. As in previous years, the benefit of bringing people together in a shared physical space is highly valued, but it is clear that members of the network continue to appreciate the option to engage virtually.

The GC staff team continue to value the support of the forum core and steering group members, who together, ensure the forums cover appropriate topics and appeal to the broader network. This arrangement continues to ensure that a range of voices can be heard, and perspectives considered in developing plans for learning and engagement throughout the year.

- b) **MAP Meetings & Connection** – Members of MAP are invited to join our quarterly in person Big MAP Meetings for times of fellowship and prayer, resourcing, training, and networking. The Student Engagement Team aims to link with students across NI throughout the year to support mission interest and initiatives at home and overseas. The Intercultural Action Team focuses on building relationships with Christians of different cultural backgrounds involved in church and mission in NI, and reaching out to those arriving on our shores. In the past year they organised and ran a training day focused on these issues. MAP members get priority access to 75% of the stands in the Mission Hub at New Horizon, which is overseen by the MAP Coordinator. The MAP coordinator also facilitates the Mission Agency prayer gathering at Bangor Worldwide Missionary Convention.
- c) **CEO’s Online Fellowship gatherings** - Under the leadership of Dr Chris Wigram (Interim CEO) and Ben Stansfield (new permanent CEO), these gatherings have continued to run every month; they give CEOs, national directors and executive leaders of mission and other parachurch organisations the opportunity to meet together for fellowship, mutual support, and group-think.
- d) **Forum ‘Coffee Breaks’** - In recognition of the continuing desire within the membership to meet on a less formal basis, most of the forums now offer several coffee breaks through the year. The sessions provide those attending with the opportunity to talk with others

working in similar roles, share experience and learning, and offer support for mutual benefit. Feedback from these sessions continues to be overwhelmingly positive.

- e) **Network Prayer gatherings** – we consider prayer to be a vital part of our collective mission. After reviewing the format and frequency of the gatherings, the decision was taken in 2024 to run these prayer times on a monthly basis, inviting individuals within the network to lead the sessions and share something of their own mission and learning.
- f) **Networking Hub** – Despite early growth after its launch, engagement with the Networking Hub in the latter part of 2023 and into 2024 slowed considerably. Recognising that there is still significant potential value to the membership in having a digital engagement platform, the staff team have put considerable effort into developing a new networking site using the Discourse platform which launched towards the end of 2024.

1.4.2 INSPIRE – *inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.*

Global Connections Jobs & Mission (GC J&M) is a ministry of Global Connections.

A few of the key achievements for GC J&M in 2024 were:

- a) **Advertising jobs in the UK** - during 2024, GC J&M advertised 276 UK job vacancies (including UK voluntary opportunities) posted by a variety of Christian organisations (members and non-members) through the GC website. This compares to 461 advertisements in 2023. Global Connections remains committed to helping Christians find where they might serve God in the UK or overseas, and is cognisant of changes in the job market that could make this more challenging in the coming years.
- b) **Mission opportunity listings** – over the course of 2024 we supported the Christian church and broader mission community in sharing 72 short and longer-term mission opportunities in the UK and internationally (compared to 110 in 2023). We see this as an important service to help connect mission 'senders' in the UK with Christians looking for opportunities to serve God wherever He may lead them.
- c) **Advertising related income** – 2024 has been a difficult year in respect of our jobs and mission opportunity related income. Significant fluctuations in the market, have impacted many advertisers, and GC J&M has not escaped. Having achieved an annual income of £65.6k in 2023 (against a budget of £70k), actual income in 2024 was only 52% of that budgeted (i.e. £37.1k against a budget of £70k). This disappointing performance will be given due consideration in budgeting for 2025.
- d) **Engagement through our website** - the monthly average for webpage views of the UK jobs section for 2024 was 5.66k (total of 67.9k for the year). This represents a decrease of approximately 78.7% on 2023 (26.5k per month; 318k views for the year). It is discouraging to see this decrease, but it is in line with expectation as the new website is more effective at filtering out artificial accounts (and 'bots') which we suspect may have artificially inflated reported figures in previous years. We continue to work to improve SEO and the ranking of GC Jobs & Mission under 'Christian jobs' keywords.
- e) **Social media** - there has been a slight decrease in followers on 'X', formerly Twitter (from 2160 in 2023 to 2119 in 2024); a slight increase on Instagram (from 1533 in 2023 to 1581 in 2024); a small increase in LinkedIn followers (from 1047 to 1199), and an increase in Facebook followers (from 2035 at the end of 2023 to 2055 at the end of 2024). GC J&M has continued to maintain a constant and regular presence on all channels, and we have

taken steps to further target our content to the most relevant audience. During 2024 we also launched a set of customisable images to make job adverts more attractive.

- f) **Sign-ups for job alert emails** – having thoroughly cleansed the job alert data on launching the new website in September 2023, the number of validated job alert sign-ups continues to grow (now 190 compared to 125 at the end of 2023). The staff team continue working to increase this number.
- g) **Engagement with Jobseekers and Recruiters** - GC J&M staff continue to support key stakeholders via two regular e-newsletters. The bi-monthly *Recruitment Matters* provides resources, advice and guidance for those recruiting in the UK Christian church and charity sector, and is sent to those who advertise jobs with us. The *Latest Jobs Opportunities* email is sent to individuals who have signed up for job alert emails. At the beginning of 2024, we cleaned up our email distribution lists and removed inactive email addresses. Jobseekers and Recruiters newsletters were relaunched over the summer, and we are now seeing improved average email open rates of 59% for the Latest Job Opportunities email (sent out monthly) and 46% for the Recruitment Matters email (sent bi-monthly). Each email aims to bring both practical and spiritual help as well as pointing to events and resources provided by Global Connections.
- h) **Direct mailers** – in November 2024 we sent out a direct mail letter to 150 churches containing postcards (see image right) advertising GC Jobs & Mission. We continued our partnership with **10 of Those**, supplying them with GC Jobs & Mission postcards to send out in book parcels.



1.4.3 EXPLORE – *engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.*

- a) **CEO Residential** – during this two-day event, held at Kings Park in Northampton, approximately 36 CEOs and National Directors came together to reflect on how things have changed since their last meeting in 2018. More importantly, they spent the majority of their time together reflecting on how God is working in the UK church and across the world, and considering what the future mission landscape looks like.
- b) **Passion for Mission** – this year's event was kindly hosted by Oxford Centre for Mission Studies, and featured Prof Michael Stroope as the keynote speaker. Over 60 delegates attended the event to hear Prof Stroope, and consider how the framework of mission in the UK might be challenged and reimagined. The event also featured time for delegates to consider some of the practical implications of changing how mission is done, and to hear from a panel of leading thinkers in the field.



- c) **Intercultural engagement** – this has been a key focus for Global Connections in recent years, but 2024 saw additional outworking in this area, in an attempt to raise the profile of intercultural engagement across the mission community. This work included a three-part training course hosted by GC's Intercultural Engagement Coordinator, Wonu Adefala, in April. While the number of attendees was lower than hoped, the training was insightful and encouraged those attending to think about how changing the face of intercultural engagement could impact the future face of mission in, and from, the UK.
- d) **Lausanne Conference 2024** – Was a wonderful opportunity to join discussions as part of the global church. There was a lot of common ground and many crossover points in the research we have done with our membership. We will seek to find ways to continue working together as part of the global church and develop these conversations in the UK.
- e) **Short-term Mission forum: Power in Partnership** – questions around the balance and flow of power in mission have been mulled over for decades, but as the mission community thinks in more detail around the future shape of mission, this question of power is becoming increasingly relevant. During this session hosted by the STM forum in September 2024, delegates discussed the danger of those 'going' on STM trips taking a position of power over those 'receiving' or 'hosting', and how this can adversely impact the ministry of the local church in that area. The Global Connections staff team are committed to further exploration of this issue, and strive to see some practical outworkings and changes to unhelpful practices.

Through all such conversations, Global Connections looks to facilitate dialogue around the key issues impacting the outworking of mission in, to and from the UK. The intention is not to instruct members on what alternative models should be adopted, but to explore together whether change is required to redress the balance of perceived power and resource.

1.4.4 EQUIP – *prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.*

The staff team continue to signpost members to a range of valuable resources at source. We believe this approach of pointing to source minimises the potential for misinterpretation of loss of context. As such, we remain confident that this continues to be the most appropriate model to equip our members.

In addition to signposting to external resources, Global connections and MAP continued to equip members with a range of important material resources including:

- a) **Discounted and bespoke insurance** – we continue to work with Banner and Talent Trust to provide appropriate travel and medical insurance schemes. Through this, and our partnerships with other agencies, the staff team work to support members of the network to comply with the relevant standards and access quality insurance products.
- b) **UK Pension Scheme and International Retirement Savings Plan** – these two schemes still represent a valuable resource for members of the network. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international retirement savings plan for people working outside the UK, operated by Zurich International, take into consideration the needs of members and their employees and mission partners. As has been commonplace to pensions and investment funds in recent years, performance of the plans has not been as strong as hoped, but both schemes have continued to perform well against industry benchmarks.
- c) **Specialist updates** – with the support of specialists in their field, we were able to offer members updates in the following areas, all of which were delivered by specialists in their field:

- Money in Mission (March)
- Employment Law (April)
- Fundraising (May)
- Mental Health (May)
- Charity Law (May)
- Coercion & Bullying in the Christian workplace (November)
- Cyber-Security (November)
- Employment status (November)

- d) **Issue specific resources** – in addition to a wide range of resources already available on the GC website, 2024 saw the addition of an Artificial Intelligence policy template and a suite of resources relating to mission and mental health.

The staff team are especially grateful to all those who helped develop the resources available on the GC website.

- e) **Forum ‘Coffee Breaks’** – building on the success of the ‘coffee breaks’ that we launched in 2023 with the Finance & Governance forum, these have now been rolled out to several of the other forums. These sessions continue to provide those working in the network and beyond, the opportunity to come together to share experience and knowledge for mutual benefit. Topics covered are varied, and most importantly, driven by the needs and interests of those attending the sessions. We believe that these sessions will be a central part of the network equipping the network in 2025 and beyond.

1.5 Summary of Achievements and Performance against Operational Plans in 2024

The trustees are committed to improving the charity’s practise and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims, and this is evaluated by management and reported at each board meeting.

The principal achievements in 2024 centred on carrying out an extensive listening exercise to help the board and staff team review and reshape the charity’s strategic focus. We also invested considerable time and energy into providing members with an increased number and range of events during the year. This created more opportunities for members to connect with others in the network, and shape their own plans and practises.

In the interest of continuation and consistency, this section of the report will focus on how the charity performed against the plans and future activities set out in the 2023 Annual Trustees Report. These were:

- a) **Complete the recruitment process for the new Chief Executive Officer (this commenced in March 2024)** – following a thorough recruitment process, Ben Stansfield was successfully appointed as the new Chief Executive Officer of Global Connections & MAP. Ben commenced in post on 24th June 2024. The trustees and staff team are thankful for God’s direction and provision throughout the process.
- b) **Review and clarify the vision and strategic direction of Global Connections** – as previously mentioned in this report, an extensive listening exercise commenced in April and ran through to its conclusion in September. The results of the exercise are now helping the trustees and staff team to shape the charity’s new strategy which will be finalised in early 2025.

- c) **Complete the review of MAP's (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks** – while the development of MAPs strategy was delayed (because the GC strategy was not finalised), the staff team have continued working to facilitate stronger connections between GC and MAP. This has primarily been in the form of virtual events being shared and run for the benefit of both GC and MAP members. In addition to this, members of the GC staff team have travelled to Northern Ireland during the year to meet in person with MAP members and build stronger relationships.
- d) **Continue to deliver a series of events under the “The Future of Mission” banner to facilitate further discussion on issues to be addressed and the practical steps required to implement change** – as previously mentioned in this report, while there were no events run during 2024 specifically titled as ‘Future of Mission’, we ran several events including the CEO residential and Passion for Mission, that focused almost exclusively on reimagining the future of mission. Global Connections and MAP remain committed to facilitating members into 2025 to further explore the future of mission; how the current model might need to develop, and the practical implications of doing so.
- e) **Establish greater focus on intercultural engagement within the network, and reaching out into Diaspora Christian communities around the country. We aim to take practical steps to build and maintain strong relationships that will help deliver positive change** – In her role as Global Connections’ Intercultural Engagement Coordinator, Wonu Adefala invested significant time and energy into building relationships with those in the UK Christian Diaspora. While being a positive exercise in itself, engagement with intercultural related activity within the network has been limited. Despite this, we remain committed to developing intercultural engagement within the mission community, and will explore alternative ways of doing this to improve engagement and impact.
- f) **Conduct a comprehensive survey of the GC and MAP members to establish the challenges being faced within the network, how the members would like to see GC respond, and to evaluate the existing range of member benefits** – this relates to the listening exercise that was carried out during 2024. The Global Connections & MAP staff are grateful to the 60+ members who took part in the exercise. The feedback received during the interviews with members has been essential in helping the trustees and staff team to formulate a new strategic focus. We would also like to thank the GC Council members for their engagement and suggestions, and to Laura Treneer of Frank Analysis for collating the responses and developing the final report.
- g) **Review the range and type of events run for the network, to best meet its needs and preferences** – reflecting on the events of 2023, it was clear that the new ‘coffee-break’ events were well received by members of the network. Having started with the Finance & Governance forum, these events were also implemented during 2024 by the Member Care & TCK, International HR and Short-Term Mission forums. Initial responses from the listening exercise also indicated that events on the practical aspects of charity operations were considered particularly helpful by members. Reflecting members’ preferences, the staff team, with support from forum core group members, delivered a range of events covering a wide range of topics including on cyber-security, coercion and bullying in Christian workplaces, employment status, charity law, fundraising, and mental health to name a few.

- h) **Review and revise the type and frequency of communications sent to members and those signed up to receive e-newsletters, to ensure GC and MAP are sharing relevant information in the most appropriate format** – this objective was largely dependent on the outcome of listening exercise, and the development of a new strategy. As this work has still to be completed, the review of all communications has not been completed. However, we understand how important it is to complete this work, so it will be an essential part of delivering the new strategy.
- i) **Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons** – the trustees are satisfied that appropriate processes are in place to ensure that all new and existing trustees remain compliant with relevant HMRC guidance and regulations. As indicated in the 2023 report, a dedicated Fit and Proper Person self-declaration form has been developed and incorporated into the trustee recruitment process to further enhance the process.

1.6 Financial Review

1.6.1 Financial Results

While income against two of the three key income streams was more than, or very similar to, the corresponding income in 2023, income from jobs and mission opportunity advertising dropped off significantly in 2024. However, the legacy donation (£147,292) received by the charity in October 2023 continues to bolster unrestricted income in 2024. While this donation contributes to a healthy level of free reserves, the charity's financial year ended with a deficit of £65,460 against a budgeted deficit of £48,776. This disappointing result was largely due to a significant decrease in income from jobs and mission opportunity advertising through Global Connections Jobs & Mission (previously known as Christian Vocations). At year end, the total income against GC Jobs and Mission was £37,135 against a budget of £70,000. This represents a decrease of 44.6% against the £65,835 received during 2023. On investigating this decline, the trustees and executive management believe that this level of reduced activity is in keeping with competitors, and is a direct consequence of the instability in the financial markets prevalent since the infamous mini-budget of September 2022.

In contrast to jobs advertising, income from events increase from £14,121 in 2023 to £17,650 in 2024. The trustees and staff team were also grateful to the commitment and support shown by members of the network as they provided a valuable £161,275 of income from membership fees in 2024 against a budget of £150,000. This represents a decrease of just £110 on the £161,385 received in 2023.

The total income from the charity's key activities decreased in 2024, compared to 2023. As already stated the poor performance of jobs advertising, was a significant contributor to this result.

Total expenditure increased by 14% from £276,762 in 2023 to £315,684 in 2024. This increase was largely due to the increased expenditure associated with having a full staff team, including a full-time CEO (as compared to the part-time arrangements of the previous several years).

The combined reduction in income and increased expenditure resulted in a year end deficit of £65,460.

The Trustees continue to express their dependence on God, and gratitude for His provision of sufficient funding. The executive leadership and trustees remain committed to stewarding

the charity's resources with prudence, diligence and discernment. Working with the rest of the staff team, every effort will be made to engage in projects and programmes of work, to the benefit of the wider network and mission community.

As in previous years, restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £100,149. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken; during 2024, this limit stood at £32,254.

The actual free reserves are £297,168 - which is the equivalent of just over 11 months expenditure. The healthy state of the free reserves is due to the legacy donation received in 2023. While the intention will be to focus the spending of legacy donations in furtherance of the charitable objectives, it is recognised that they will continue to provide additional financial stability over the next one to two years of planned budget deficits. The executive leadership and trustees will continue to consider how the legacy fund may be used to maximise its benefit.

1.6.3 Going concern

The trustees regularly review the medium-term financial projections for the charitable company, and recognise the need to closely monitor and respond to budgetary fluctuations as and when required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. Although the trustees have approved a deficit budget of £80,060 for 2025, it is noted that unpredictable nature of the jobs market has resulted in a cautious approach to budget setting.

As in the last 2-3 years, there continues to be a degree of uncertainty regarding the financial security within the sector, which could ultimately result in a further reduction in the number of members in the network. When combined with known higher operational costs associated with having a full staff team and other general uplifts impacted by inflation, it remains the view of the trustees that the charity is unlikely to deliver a surplus in the next two years.

Despite this, the charity does not forecast passing below its absolute free reserves limit of £32,254 for at least 12 months from the date of this report. Consequently, the trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund, Kingdom Bank and the Co-operative Bank accounts. Having received such a significant legacy

donation in 2023, the trustees took the decision to deposit all of this money, together with a portion of the funds held in the low interest Santander current account, in a COIF Charities Deposit Fund managed by CCLA, rather than holding it as a cash deposit in the bank. This decision continues to pay dividends in the form of much improved interest payments.

1.7 Future Plans and Activities

In consultation with the Board of Trustees, the staff and executive management team will focus their energy and time during 2025 on the following objectives:

- a. Finalise and communicate the new vision, mission and strategy
- b. We have identified five focus areas for the year ahead, from the listening exercise, that we would like to explore together to see where God might take us. These are:
 - i. Exploring opportunities to enable the network to see the next generations engaged more in mission
 - ii. Deepening relationships within the network, connecting members into strategic and supportive relationships and exploring possible collaborations
 - iii. Developing our programme of events, in-person and online, to explore issues that are key to the future of mission
 - iv. Investigating new possible areas of work for the future of the network, including the area of leadership development.
 - v. Broadening our income base to ensure the long-term sustainability of the network.
- c. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.

1.8 Responsibilities of The Trustees

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 21/05/2025 and signed on their behalf by:

Mr Alan Tower (Chair):



Date: 21/05/2025

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).


INDEPENDENT EXAMINER'S STATEMENT

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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

Date: 27.5.25

Signed: 

K Gomes FCIE MAAT
Independent Examiners Ltd
Unit 2, The Broadfields Business centre
Delling Lane
Bosham
West Sussex
PO18 8NF

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2024

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2024 Total £</i>	<i>2023 Total £</i>
Income from:					
Donations and legacies	3	19,354	180	19,534	166,673
Charitable activities	4	219,323	160	219,483	245,953
Investments	5	10,361	0	10,361	3,047
Total income		249,038	340	249,378	415,673
Expenditure on:					
Raising funds		7,088	0	7,088	6,195
Charitable activities		307,410	1,186	308,596	270,566
Total expenditure	6	314,498	1,186	315,684	276,761
Net income/(expenditure)	7	-65,460	-846	-66,306	138,912
Transfers between funds		0	0	0	-
Net movement in funds		-65,460	-846	-66,306	138,912
Reconciliation of funds:					
Total funds brought forward		362,629	6,978	369,607	230,695
Total funds carried forward		297,168	6,132	303,301	369,607

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2023 are show in Note 2.

The notes on pages 20 to 29 form part of these financial statements.

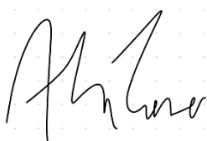
3.2. Balance Sheet (As At 31 December 2024)

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2024 Total £</i>	<i>2023 Total £</i>
FIXED ASSETS					
Tangible assets	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	10,401	-	10,401	5,508
Cash at bank and in hand		295,564	6,132	303,084	371,042
		<u>305,965</u>	<u>6,132</u>	<u>313,485</u>	<u>376,550</u>
Creditors:					
Amounts falling due within one year	12	10,185		10,185	6,943
NET CURRENT ASSETS		<u>295,781</u>	<u>6,132</u>	<u>303,300</u>	<u>369,607</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>295,781</u>	<u>6,132</u>	<u>303,300</u>	<u>369,607</u>
Represented by:					
UNRESTRICTED FUNDS	15				
General funds				161,750	215,337
Designated funds				135,417	147,292
				<u>297,168</u>	<u>362,629</u>
RESTRICTED FUNDS	16			6,132	6,978
TOTAL FUNDS				<u>303,300</u>	<u>369,607</u>

The notes on pages 20 to 29 form part of these financial statements.

Approved by the Board on 21/05/2025 and signed on their behalf by:

Mr Alan Tower (Chair):



Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2024

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

Unrestricted general funds – These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

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

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) **Donated services and facilities**

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis. Where categories of expenditure relate to more than one expenditure heading in the SOFA, these are allocated between headings on the basis of an estimate of staff time spent thereon.

(l) **Cost of Generating Funds**

This comprises 2.5% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects. This comprises 3% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to governance, plus specific costs of the Independent Examiner and trustee expenses and meetings.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2023**

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2023 Total £</i>
Income from:				
Donations and legacies	3	166,538	135	166,673
Charitable activities	4	245,393	560	245,953
Investments	5	3,047	-	3,047
Total income		414,978	695	415,673
Expenditure on:				
Raising funds		6,195	-	6,195
Charitable activities		264,868	5,698	270,566
Total expenditure	6	271,063	5,698	276,761
Net income/(expenditure)	7	143,915	-5,003	138,912
Transfers between funds		-	-	-
Net movement in funds		143,915	-5,003	138,912
Reconciliation of funds:				
Total funds brought forward		218,714	11,981	230,695
Total funds carried forward		362,629	6,978	369,607

Balance Sheet comparative figures for 2023:

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2023 Total £</i>
FIXED ASSETS				
Tangible assets	10	-	-	-
CURRENT ASSETS				
Debtors	11	5,508	-	5,508
Cash at bank and in hand		364,064	6,978	371,042
		<u>369,572</u>	<u>6,978</u>	<u>376,550</u>
Creditors:				
Amounts falling due within one year	12	6,943	-	6,943
		<u>6,943</u>	<u>-</u>	<u>6,943</u>
NET CURRENT ASSETS		<u>362,629</u>	<u>6,978</u>	<u>369,607</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>362,629</u>	<u>6,978</u>	<u>369,607</u>
Represented by:				
UNRESTRICTED FUNDS				
General funds	15			215,337
Designated funds				147,292
				<u>362,629</u>
RESTRICTED FUNDS	16			<u>6,978</u>
TOTAL FUNDS				<u>369,607</u>

3 DONATIONS

	<i>Unrestricted</i>	<i>Restricted</i>	2024
	£	£	Total
			£
General Donations	8,221	180	8,401
Legacies	133	-	132
Trusts and Grants	11,000	-	11,000
	19,354	180	19,534

Comparative figures for 2023:

	<i>Unrestricted</i>	<i>Restricted</i>	2023
	£	£	Total
			£
General Donations	8,002	135	8,137
Legacies	147,536	-	147,536
Trusts and Grants	11,000	-	11,000
	166,538	135	166,673

4 INCOME FROM CHARITABLE ACTIVITIES

	<i>Unrestricted</i>	<i>Restricted</i>	2024
	£	£	Total
			£
Conferences and Events	17,650		17,650
Contributions from Members	161,275	160	161,435
Direct Charitable sales	37,135		37,135
Affinity schemes & miscellaneous trading	3,263		3,263
	219,323	160	219,483

Comparative figures for 2023:

	<i>Unrestricted</i>	<i>Restricted</i>	2023
	£	£	Total
			£
Conferences and Events	14,121	-	14,121
Contributions from Members	160,825	560	161,385
Direct Charitable sales	65,835	-	65,835
Affinity schemes & miscellaneous trading	4,613	-	4,613
	245,393	560	245,953

5 **INVESTMENT INCOME**

	Unrestricted	Restricted	2024
	£	£	Total
			£
Interest received on cash balances	10,361	-	10,361
Comparative figures for 2023			
	Unrestricted	Restricted	2023
	£	£	Total
			£
	3,047	-	3,047

6 **TOTAL EXPENDITURE**

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2024 Total
	£	£	£	£
Staff costs	5,779	218,448	6,935	231,162
Outsourced contractors	135	5,122	163	5,420
Office property, administration, staff travel	1,174	44,371	1,409	46,953
Promotions and resources	-	3,109	-	3,109
Conference and events	-	22,052	-	22,052
Examination of accounts	-	-	989	989
Miscellaneous expenses	-	3,108	2,890	5,998
	7,088	296,210	12,385	315,684
Comparative figures for 2023				
	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2023 Total
	£	£	£	£
Staff costs	5,050	190,892	6,060	202,002
Outsourced contractors	144	5,447	173	5,764
Office property, administration, staff travel	1,001	37,847	1,201	40,050
Promotions and resources	-	10,940	-	10,940
Conference and events	-	11,806	-	11,806
Examination of accounts	-	-	650	650
Miscellaneous expenses	-	3,469	2,081	5,550
	6,195	260,401	10,165	276,762

7 **NET MOVEMENT IN FUNDS**

	2024	2023
	£	£
This is stated after charging:		
Lease of property	9,721	10,233
Lease of office equipment	-	1,326
Examiner's fee	800	650

8 **TRUSTEE AND EMPLOYEE INFORMATION**

a) **Employee information**

	2024	2023
The average number of staff employed during the year was:	9	10
The average number of full-time equivalent staff was:	6	6
Staff emoluments	£	£
Salaries	198,999	175,309
Social security	11,796	8,839
Pension and life assurance costs	20,367	17,854
Training	1,861	-
	<u>233,023</u>	<u>202,002</u>

Employee benefits to key management personnel for the year totalled £98,987 (2023: £89,925). There were no employees with emoluments above £60,000 in either the current or previous year.

b) **Trustee information**

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2023). Expenses of £1,111 for travel were reimbursed to four trustees during the year (£498 to four trustees in 2023).

9 **PENSION SCHEME ARRANGEMENTS**

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £20,367 (2023: £17,854)

10 **TANGIBLE ASSETS**

	Computer	Office	Total	Total
Fixed assets held for use by the charity		equipment	2024	2023
Cost	£	£	£	£
At 1 st January 2024	10,052	1,175	11,227	11,227
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31st December 2024	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2024	10,052	1,175	11,227	11,227
Charge for the year	-	-	-	-
Released on disposal	-	-	-	-
As at 31st December 2024	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2024	-	-	-	-
As at 31 st December 2023	-	-	-	-

11 **DEBTORS AND PREPAYMENTS**

	2024	2023
	£	£
Debtors	2,273	1,427
Prepayments	8,128	4,081
	10,401	5,508

12 **CREDITORS**

	2024	2023
	£	£
Taxation and social security	2,461	1,821
Trade Creditors	-	1,033
Accrued expenses	4,494	1,220
Accrued holiday pay	128	76
Other Creditors	-	2,793
	7,083	6,943

13 **COMMITMENTS**

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2024	2023
	Total	Total
	£	£
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	7,650	7,650
Other operating leases	-	-
<i>Within two to five years:</i>		
Land & buildings	-	-
Other operating leases	-	-

Note: reduction in lease payments due within one year on Land & Buildings relates to a change in the nature of the office lease agreement with the landlord. Effective from 1st December 2023, service charges for electricity used are to be charged retrospectively quarterly basis, based on actual usage.

14 **RELATED PARTY TRANSACTIONS**

There were no individual related party transactions during the year which require disclosure (£NIL in 2023). Aggregate donations in the year without condition from trustees and key management personnel totalled zero.

15 **UNRESTRICTED FUNDS**

	Balance at 1st Jan 2024	Movement in funds			Balance at 31st Dec 2024
	£	Income	Expenditure	Transfers	£
		£	£	£	
General Fund	215,337	247,651	302,624	-	160,364
Legacy Fund	147,292	-	-11,875	-	135,417
	362,629	247,651	290,749	-	295,781

Comparative figures for 2023:

	Balance at 1st Jan 2023	Movement in funds			Balance at 31st Dec 2023
	£	Income	Expenditure	Transfers	£
		£	£	£	
General Fund	218,714	267,686	271,064	-	215,337
Legacy Fund	-	147,292	-	-	147,292
	218,714	414,978	271,064	-	362,629

16 **RESTRICTED FUNDS**

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	2024				2024
	£	£	£	£	£
Lausanne General	4,812	180	-	-	4,992
Network Events	1,106	-	1,106	-	-
Regional Reps	1,060	160	80	-	1,140
Total Restricted Funds	6,978	340	1,186	-	6,132

The Funds are maintained for the following purposes:

Lausanne General: Donations received for the work of Lausanne Committee for World Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	2023				2023
	£	£	£	£	£
Lausanne General	4,677	135	-	-	4,812
Network Events	1,326	-	220	-	1,106
Staff Ministry	334	-	334	-	-
H4M (Hope for Muslims)	4,489	-	4,489	-	-
Regional Reps	1,155	560	655	-	1,060
Total Restricted Funds	11,981	695	5,698	-	6,978

EVANGELICAL MISSION ASSOCIATION

England & Wales - Charity number 1081966

Accounts



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2023**

CONTENTS

1. Report of The Trustees	3
1.1 Reference and Administrative Details	3
1.2 Structure, Governance & Management	4
1.3 Our Aims, Objectives and Activities.....	5
1.4 Summary of Main Activities and Performance by Strategic Objective in 2023	7
1.5 Summary of Achievements and Performance against Operational Plans in 2023	10
1.6 Financial Review.....	12
1.7 Future Plans and Activities.....	14
1.8 Responsibilities of The Trustees	14
2. Independent Examiner’s Report to The Evangelical Mission Association (“Global Connections”).....	16
3. Financial Statements	17
3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2023	17
3.2. Balance Sheet (As At 31 December 2023).....	18
3.3. Notes To The Financial Statements For The Year Ending 31 December 2023	19

1. Report of The Trustees

The trustees have pleasure in presenting their report and accounts for the year ended 31 December 2023.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities (this replaces Christian Vocations) and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as trustees during the year and to the date of this report:

Mr Alan Tower	Mrs Louisa Evans
Dr Peter Rowan (resigned May 2023)	Mr Chris Ducker
Mr Fola Oyeleye	Mr Dan Challis (resigned December 2023)
Mrs Anu Ola	Mr James Vaughton (resigned May 2023)
Trustee XX – Trustee with Dispensation	Mrs Caroline Millar (resigned June 2023)
Mrs Cindy Crossley (co-opted Mar 2024)	Mr Mark Pickett (co-opted Mar 2024)
Ms Abi Willetts (co-opted Mar 2024)	Mrs Natasha Rayan (co-opted Mar 2024)
Ms Caroline Maxwell (co-opted Mar 2024)	

Council

The following individuals, together with the trustees, served as Council members during 2023:

Abi Willetts	Evan Winter	Mark Pickett
Brian Wakelin	Gary Sloan	Michael Prest
Cindy Crossley	Girma Bishaw	Natasha Rayan
Claire Franks	Gordon Darragh	Paul Cooke
Connie Yu	Gordon Scoble	Peter Brierley
Dan Yarnell	Henry Lu	Peter Oyugi
David Baldwin	Iván Neira	Ray Porter
David Cook	James Poole	Robert Scott
David King	John McLernon	Roger Purdom
Deborah Agnes	Lesley Cheesman	Siew H Ong
Edward Issitt	Mark Handley	Tony Uddin

Company Secretary during 2023

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies (to 29 March 2024)

Chairman of Board: Mr Alan Tower

Key Management Personnel

Dr Harvey Kwiyani (Chief Executive Officer – in post until 31 October 2023)

Dr Chris Wigram (Interim Chief Executive Officer – in post from 20 November 2023)

Mr Andy Law (Chief Operating Officer)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. Kingdom Bank, Media House, Padge Road, Beeston, NOTTINGHAM, NG9 2RS

1.2 Structure, Governance & Management

1.2.1 Constitution of the Charity and Status

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Global Connections Jobs & Mission (GC J&M) as a trading name for its vocational activities and the Northern Ireland Office is called Mission Action Partnership (MAP). Following a rebranding exercise that coincided with the launch of the new GC website, GC J&M replaces Christian Vocations. The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council which served during 2023 is listed on page 1. The term of office is three years, and each Council member is eligible to serve for three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met three times during 2023 – two regular meetings, and once for the Annual General Meeting.

It is with sadness that the trustees recognise the death of the charity's honorary president, Reverend Stanley Davies in March 2024. Stanley made a tremendous contribution to the Evangelical Mission Alliance (then Association), and was instrumental in creating a firm foundation for his successors to build on. All of us connected with the Evangelical Mission Association send our condolences to Stanley's family, and pray for God's close presence in their grief.

1.2.2 The Board

The Board of Trustees, who held office during 2023, are listed on page 1. The year started with 10 trustees, which reduced to seven by the end of the year following three resignations. All three resignations came before the end of the individual's third full term, and were recognised by the Council during the AGM in October 2023. All trustees have received the

Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years, and each trustee is eligible to serve for three terms.

None of the trustees had any financial interest in any transaction or arrangement with the Charity (other than as a trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the trustees are active in the running of the charity and there is a clear set of roles and responsibilities for trustees and staff. The trustees met four times during the year, with ad hoc meetings when required, as well as participating in Council meetings and other network events. The Board are supported by an advisory committee on finance and governance; this Finance & Governance Committee (F&GC) supports the trustees and senior management with financial planning and oversight, risk identification and management, pension scheme oversight and policy reviews. In the latter half of the year, the trustees also invested additional time into the recruitment of a new CEO following the resignation of Dr Harvey Kwiyani. The recruitment process was ultimately unsuccessful, and will be recommenced in 2024.

The trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The trustees abide by a clear conflict of interests policy which states that any trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks to ensure that all appropriate mitigations are in place. The most prominent risks currently being managed by the charity relate to the potential impact of changes to the GC Pension Scheme, competition from other Christian jobs advertisers, and the likely consequences resulting from non-compliance with charity law and regulations. The trustees are satisfied that adequate mitigations and contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of such risks. The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice

of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e., our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Following a review of our strategy during 2022, the charity's strapline and supporting statement remain:
Strapline: *Together for the future of mission*

Supporting Statement: '**Connecting and equipping the UK church and mission community in a changing world.**

The charity's key objectives are:

1. **Connect** — help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.
2. **Inspire** — inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.
3. **Explore** — engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.
4. **Equip** — prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.

The trustees believe that these keywords clarify the charity's objectives and do not represent any fundamental change to the purpose or work of Global Connections, Global Connections Jobs & Mission, or MAP.

As in previous years, we remain mindful of the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In accordance with this guidance, the trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message. Non-network members can attend events and use resources where available. The trustees consider that the public is well served by strengthening and improving the practice of its members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2023

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent.

1.4.1 CONNECT – *help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.*

As a network of member organisations, Global Connections strives to facilitate individuals, agencies, churches and network associates to connect with one another, to share experiences and learning, and offer mutual support. Global Connections and MAP have continued to facilitate these connections in the following ways:

- a) **Forums and Events** – Over the course of 2023, Global Connections and MAP delivered a total of 27 events. We continue to recognise the tremendous benefit of bringing people together in a shared physical space, but also see the value in offering a range of online events and gatherings. For many, these online offerings represent greater value given the reduced impact on time and financial resources, while still providing members with the opportunity to connect with others in the network.

The GC staff team greatly value the support of the forum core and steering group members, who provide a greater breadth of input from within the membership. This arrangement continues to ensure that a range of voices can be heard, and perspectives considered in developing plans for learning and engagement throughout the year.

- b) **MAP meetings & connection** – Members are MAP are invited to join our quarterly **Big MAP Meetings** for times of fellowship and prayer, resourcing and training. **The Student Engagement Team** links with CU committees across NI throughout the year to support mission interest and initiatives at home and overseas. **The Intercultural Action Team** focuses on building relationships with Christians of different cultural backgrounds involved in mission in NI as well as reaching out to those arriving on our shores. MAP members get priority access to 75% of the stands in **the Mission Hub at New Horizon**, which is overseen by the MAP Coordinator.
- c) **Kachere Fellowship gatherings** - Under the leadership of Dr Harvey Kwiyani (CEO), between 10 and 20 CEOs, national directors and executive leaders of mission and other parachurch organisations met together in a monthly Kachere Fellowship gathering. The purpose of these virtual gatherings is to create a space for fellowship, mutual support, and group-think among such leaders.
- d) **Forum ‘Coffee Breaks’** - In recognition of the need for people to meet less formally, the CEO, Finance & Governance, and Short-Term Mission forums all offered opportunities throughout the year to meet in less formal virtual settings which we call ‘coffee breaks’. The aim of these sessions was to provide those attending with the opportunity to talk with others working in similar roles, share experience and learning, and offer support for mutual benefit. Feedback from these sessions has been overwhelmingly positive.
- e) **Network Prayer gatherings** – we consider prayer to be a vital part of our collective mission. In an attempt to bring members of the network together for short times of collective prayer, the GC staff team hosted weekly prayer meetings of 30 minutes every Wednesday. Unfortunately, participation rates were very low, and after a review, the format and schedule has been revised for 2024 (i.e. to monthly gatherings that focus on prayer for members of the network).

- f) **Networking Hub** - Virtual connection via the Networking Hub has continued to grow, albeit slowly. We believe that there is still significant potential value to the forum and chat functions on the networking hub, but overall engagement has been lower than hoped. While we remain convinced that there is intrinsic value in the having the ability to facilitate members to connect digitally, consideration will be given in 2024 as to whether this platform continues to serve a valuable purpose.

1.4.2 *INSPIRE – inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.*

Global Connections Jobs & Mission (GC J&M) is a ministry of Global Connections.

A few of the key achievements for GC J&M in 2023 were:

- a) **Advertising jobs in the UK** - during 2023, GC J&M advertised 461 UK job vacancies (including UK voluntary opportunities) posted by a variety of Christian organisations (members and non-members) through the GC website. Global Connections remains committed to this service as a valuable channel to help advertisers connect with Christians who are looking for opportunities to serve God in the UK.
- b) **Mission opportunity listings** – over the course of 2023 we supported the Christian church and broader mission community in sharing 110 short and longer-term mission opportunities in the UK and internationally. We see this as an important service to help connect mission ‘senders’ in the UK with Christians looking for opportunities to serve God wherever He may lead them.
- c) **Advertising related income** – the UK jobs market and mission scene has been subject to numerous fluctuations, and a degree of uncertainty since the first Covid lockdown in 2020. Having started the year positively, with higher-than-expected performance in the first two quarters of the year, the market slowed in the second half of quarter three and into quarter four. This also coincided with our rebrand and website launch which initially lowered our figures. Despite this, we achieved a total income of £65.6k in 2023 (relating to all advertisement types). This represents a reduction of £14.7k on 2022 (down from £80.3k). While it was disappointing not to achieve the same level of income, we believe this was largely due to circumstances beyond our control. We are also very pleased to end the year with a much better service delivered by our new website.
- d) **Engagement through our website** - the monthly average for webpage views of the UK jobs section for 2023 was 26.5k (318k views for the year.) This represents an increase of approximately 18% on 2022. It is encouraging to see this increase, but the expectation is for this figure to decrease in 2024 as the new website is more effective at filtering out artificial accounts (and ‘bots’) that have artificially inflated reported figures in the past.
- e) **Social media** - there has been a slight increase in followers on ‘X’, formerly Twitter (from 2098 in 2022 to 2160 in 2023) and Instagram (from 1337 in 2022 to 1533 in 2023), a 41% increase in LinkedIn followers (from 622 to 1047) and an increase in Facebook followers (from 1729 at the end of 2022 to 2035 at the end of 2023). GC J&M has continued to maintain a constant and regular presence on all channels, and we have taken steps to further target our content to the most relevant audience.
- f) **Sign-ups for job alert emails** – creation of the new website provided the opportunity to thoroughly cleanse much of the data held on the old site. As a result, we now have 125

validated sign-ups for job alerts, and we expect this figure to continue increasing in 2024.

- g) **Engagement with Jobseekers and Recruiters** - GC J&M staff continue to support key stakeholders via two quarterly e-newsletters. *Recruitment Matters* provides resources, advice and guidance for those recruiting in the UK Christian church and charity sector, and is sent to those who advertise jobs with us. *Jobseekers Matter* provides resources, advice and guidance for those looking for jobs in the UK Christian and charity sector and is sent to individuals who have signed up for job alert emails. Each aims to bring both practical and spiritual help as well as pointing to events and resources provided by Global Connections.

1.4.3 EQUIP – *prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.*

The staff team have continued to focus on signposting members to a range of valuable resources at source. This ensures that members get important information from the source, without interpretation or missing context. We are confident that this continues to be the most appropriate model to equip our members.

In addition to this signposting approach, Global connections and MAP continued to equip members with a range of important resources including:

- a) **Discounted and bespoke insurance** - travel and medical insurance schemes from Banner and Talent Trust. We continue to work with these, and other agencies, to support members of the network to comply with the relevant standards and access quality insurance products.
- b) **UK Pension Scheme and International Savings Plan** - The provision of these two schemes for the network continues to be a key resource for members of the network. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international savings plan for people working outside the UK, operated by Zurich International, continue to provide value and benefit to those engaged. Despite inflationary pressures on the wider UK economy, both schemes continue to perform above the industry benchmarks-
- c) **Specialist updates** – with the support of specialists in their field, we were able to host updates on employment law (March '23), Financial Investments (May '23) engagement with AI (October '23) to ensure that members were equipped with relevant appropriate information and resources to remain compliant and operate effectively.
- d) **Issue specific resources** – in addition to the range of resources already available on the GC website, 2023 saw the addition of:
 - i Member Care Guidelines (a member only resource)
 - ii Guidance on the use of Non-disclosure agreements (NDAs)
 - iii 'Flightmode' – a resource for youth groups developed by members of MAP
 - iv Short-Term Mission Commitment to Best Practice

The staff team are especially grateful to all those who helped develop the resources available on the GC website.

- e) **Forum ‘Coffee Breaks’** – equipping is very often accompanied by the provision of practical resources, skills or knowledge, and this is central to the forum coffee breaks. By bringing together members of the network for area / topic specific discussions, it has been possible to offer opportunities for mutual learning and equipping on topics such as travel visas, making international fund transfers, charity compliance, finance processes and more in five such events throughout the year. It has been encouraging to see and hear about the practical help and development resulting from these sessions.

1.4.4 EXPLORE – *engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.*

- a) **Future of Mission events** - Under the guidance of Dr Harvey Kwiyani, CEO, a key focus of Global Connections’ activity in 2023 continued to be the exploration of the racism and colonialism in the context of mission. A central component of this work was a series of four Future of Mission events at which delegates heard from a leading voices within the sector, encouraging and challenging us to address past mistakes, and / or consider how things might be different in the future.
- b) **Passion for Mission** – graciously hosted by London City Mission, this event in May brought together over 70 leaders from the UK mission community to explore the possible future for God’s mission in the 21st century. Keynote speakers, Dr Kirsteen Kim and Dr Sanjee Perera, were joined by representatives by OMF, Wycliffe Bible Translators and the UK diaspora church, to encourage delegates explore where God might be leading us.
- c) **The future of Short-Term Mission** – in May, nearly 40 people gathered at Christian Medical Fellowship in London to consider the question ‘What Next for STM?’. During this full-day event, delegates explored the benefits and challenges to current practice, and considered how things might need to develop in the future given the changing global context of mission. Opinions were varied, and it raised some very important questions that we will need to wrestle with in the months and years ahead.

Through all such conversations, Global Connections looks to facilitate dialogue around the key issues impacting the outworking of mission in, to and from the UK. The intention is not to instruct members on what alternative models should be adopted, but to explore together whether change is required to redress the balance of perceived power and resource.

1.5 Summary of Achievements and Performance against Operational Plans in 2023

The trustees are committed to improving the charity’s practice and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims, and this is evaluated by management and reported at each Board meeting.

The principal achievements in 2023 centred on the Charity’s focus on the future of mission, tackling the issues of racism and colonialism in mission, and continuing to support members of the network as they started to consider future implications for their own operational models.

In the interest of continuation and consistency, this section of the report will focus on how the charity performed against the plans and future activities set out in the 2022 Annual Trustees Report. These were:

- a. **Continue to develop the “The Future of Mission” programme and develop a “Passion for Mission” podcast to provide thought leadership on issues related to mission in the UK and around the world** – as previously mentioned, we ran four future of mission events during 2023, all of which were considered helpful additions to the programme.
- b. **Continue to lead the network in interrogating the colonial legacy of mission through the Passion for Mission conference and encourage non-Western Christians in the UK to also engage in mission** – through the future of mission events and a range of discussions and engagements outside of these, Dr Harvey Kwiyani continued to encourage the network (and beyond) to consider its response to the colonial history of mission from the UK.
- c. **Develop the role and impact of the Intercultural Engagement Coordinator, to develop and strengthen relationships with diaspora Christian communities around the country** – over the course of 2023, the Intercultural Engagement Coordinator continued to build relationships with those in the network working in the same field. Their primary focus, however, was on connecting with individuals from diaspora Christian communities in the UK; developing a deeper appreciation for the issues they are facing, and considering how the Global Connections network might respond.
- d. **Finalise development of the new website for Global Connections and MAP** – following a slightly longer than expected period of development, the new GC and MAP website launched in September 2023. The site represents a big step forward on the old website in terms of functionality and accessibility, with the processes of applying for membership, posting jobs and locating resources all being significantly improved. Launching the new site also provided the perfect opportunity to update and simplify some of the job posting options. A review of the pricing structure for listing job and mission opportunities now means that advertising through GC Jobs and Mission represents better value for recruiters.
- e. **Review the range and type of events made available to members, to best meet their needs and preferences. This will include the possibility of expanding the number of short, free, virtual catch-up / coffee break style events specific to each of the forums** – forum related events remain central to the Charity’s annual events programme, and thanks to the core group members of each forum, we were able to deliver a range of events throughout the year designed to meet the needs of members. In keeping with our aim, the number of ‘coffee break’ events increased as they were incorporated into the programme of events for the Short-Term Mission and International HR forums. While the precise nature of these events may vary slightly, members have expressed their appreciation for this type of gathering.
- f. **Raising awareness of members to the range of material benefits, such as discounted insurance, group pension scheme, discounted job advertising etc** – the new website has made it easier and clearer for users to understand the benefits of membership. Additionally, the Charity has used regular communications with members to keep them updated on developments in relation to the UK pension scheme and their ability to access bespoke, discounted insurance. In response to feedback from recruiters, the decision was taken to create advertising packages for UK jobs, volunteer positions and mission opportunity listings. These will be fully rolled out in 2024 and will offer members and non-member recruiters some significant savings.

- g. **Continue to develop and expand use of the Networking Hub as a virtual community centre where members of the network can gather to engage one another** – progress in this area has been hampered by issues with the software and a generally low level of engagement (possibly resulting from the user's general experience on the platform). Enabling members of the network to connect and share knowledge and experience remains a core part of what GC and MAP do, but it remains to be seen whether the Networking Hub will be a useful tool in this respect.
- h. **Complete the review of MAP's (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks** – discussions to review and update the MAP strategy have taken place, but unresolved questions regarding the overarching GC strategy, hampered the MAP Executive in being able to progress and complete this particular objective. Work will continue in this regard during 2024. Despite this delay, the MAP staff have done excellent work in providing MAP members with opportunities to engage and collaborate through BigMAP meetings and action groups. Online events continue to provide greater opportunities for GC and MAP members to connect more than in previous years; the 'coffee break' events have proven particularly helpful in this regard.
- i. **Develop and deliver an updated model to replace the Short-Term Mission Code of Best Practice** – following a significant investment of time and energy by the staff team and Short-Term Mission (STM) forum core group, the STM Commitment to Best Practice was launched during 2023. We believe this represents a helpful development on the previous Code of Best Practice, being less time consuming for members to create and submit their applications, and less onerous for core group members to assess.
- j. **Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons** – the trustees are satisfied that appropriate processes are in place to ensure that all new and existing trustees remain compliant with relevant HMRC guidance and regulations. However, to further enhance the process, a dedicated Fit and Proper Person self-declaration form will be developed and incorporated into the trustee recruitment process.

1.6 Financial Review

1.6.1 Financial Results

While income against the three key income streams was less than in 2022, a specific legacy donation of £147,292 bolstered unrestricted income in 2023, resulting in an end of year surplus across all funds of £138,912. Income from jobs advertising through Global Connections Jobs & Mission (previously known as Christian Vocations) decreased from £80,272 in 2022 to £65,835 in 2023. This was largely due to the volatility in the job market. Events related income decreased from £15,221 in 2022 to £14,121 in 2023, and membership contributions decreased slightly from £162,584 in 2022 to £161,385 in 2023.

Although total income from the charity's key activities decreased in 2023, when compared to 2022, this reduction was less than expected and exceeded the budgeted income by £8,218.

Total expenditure decreased by 3.8% from £287,594 in 2022 to £276,762 in 2023. This decrease was largely due to a reduction of £20,841 in expenditure on Promotions and Resources whilst payroll costs increased by £6,905 despite vacancies within the staff team during the last quarter of the year.

The unexpected income from the legacy donation combined with the reduction in budgeted expenditure resulted in a year end surplus of £138,912. It is acknowledged that the end of year result would have been a deficit of £8,370 without the legacy donation, but this would still have represented an overperformance against a budgeted deficit for 2023 of £32,137.

The Trustees continue to express their dependence on God, and gratitude for His provision of sufficient funding; the legacy donation was a particular blessing. The executive leadership and trustees plan to use this money to engage in projects and programmes of work, to the benefit of the wider network and mission community, that would not have otherwise been possible. This will include a comprehensive survey of the network members.

Restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £85,328. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken.

The actual free reserves are £362,629 - which is the equivalent of just over 14 months expenditure - have been significantly boosted by this year's legacies. While the intention will be to focus the spending of legacy donations in furtherance of the charitable objectives, it is recognised that they will provide additional financial stability over the next two years of planned budget deficits. The executive leadership and trustees will continue to consider how the legacy fund may be used to maximise its benefit.

1.6.3 Going concern

The Trustees regularly review the medium-term financial projections for the charitable company, and recognise the need to closely monitor and respond to budgetary fluctuations as and when required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the Board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. Although the Trustees have approved a deficit budget of £48,240 for 2024, it is noted that this is largely the result of a cautious approach to budget setting. There continues to be a degree of uncertainty regarding the financial security within the sector, which could ultimately result in a further reduction in the number of members in the network. When combined with known higher operational costs associated with having a full staff team and other general uplifts impacted by inflation, it remains the view of the trustees that the charity is unlikely to deliver a surplus in the next two years.

Despite this, the charity does not forecast passing below its absolute free reserves limit of £39,865 for at least 12 months from the date of this report. Consequently, the trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund and Kingdom Bank. Having received such a significant legacy donation during the year, the trustees took the decision to deposit this money in a COIF Charities Deposit Fund managed by CCLA, rather than holding it as a cash deposit in the bank.

1.7 **Future Plans and Activities**

In consultation with the Board of Trustees, the staff and executive management team will focus their energy and time during 2024 on the following objectives:

- a. Complete the recruitment process for the new Chief Executive Officer – this commenced in March 2024
- b. Review and clarify the vision and strategic direction of Global Connections
- c. Complete the review of MAP's (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks.
- d. Continue to deliver a series of events under the "The Future of Mission" banner to facilitate further discussion on issues to be addressed and the practical steps required to implement change.
- e. Establish greater focus on intercultural engagement within the network, and reaching out into Diaspora Christian communities around the country. We aim to take practical steps to build and maintain strong relationships that will help deliver positive change.
- f. Conduct a comprehensive survey of the GC and MAP members to establish the challenges being faced within the network, how the members would like to see GC respond, and to evaluate the existing range of member benefits.
- g. Review the range and type of events run for the network, to best meet its needs and preferences.
- h. Review and revise the type and frequency of communications sent to members and those signed up to receive e-newsletters, to ensure GC and MAP are sharing relevant information in the most appropriate format.
- i. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.

1.8 **Responsibilities of The Trustees**

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 22 May 2024 and signed on their behalf by:

Mr Alan Tower (Chair):



Date: 22/05/24

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

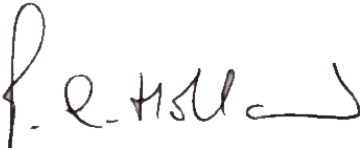
Independent examiner's statement

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

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

Signed: 

Name: Paul Holland, FCMA
Fellow of Chartered Institute of Management Accountants

Address: Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP
Date: 1st June 2024

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2023

	<i>Note</i>	<i>Unrestricted Funds</i> £	<i>Restricted Funds</i> £	<i>2023 Total</i> £	<i>2022 Total</i> £
Income from:					
Donations and legacies	3	166,538	135	166,673	30,095
Charitable activities	4	245,393	560	245,953	267,568
Investments	5	3,047	-	3,047	511
Total income		414,978	695	415,673	298,174
Expenditure on:					
Raising funds		6,195	-	6,195	6,030
Charitable activities		264,868	5,698	270,566	281,564
Total expenditure	6	271,063	5,698	276,761	287,594
Net income/(expenditure)	7	143,915	-5,003	138,912	10,580
Transfers between funds		-	-	-	-
Net movement in funds		143,915	-5,003	138,912	10,580
Reconciliation of funds:					
Total funds brought forward		218,714	11,981	230,695	220,115
Total funds carried forward		362,629	6,978	369,607	230,695

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2022 are show in Note 2.

The notes on pages 19 to 28 form part of these financial statements.

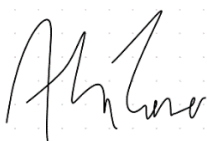
3.2. Balance Sheet (As At 31 December 2023)

	Note	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
FIXED ASSETS					
Tangible assets	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	5,508	-	5,508	12,079
Cash at bank and in hand		364,064	6,978	371,042	229,552
		<u>369,572</u>	<u>6,978</u>	<u>376,550</u>	<u>241,631</u>
Creditors:					
Amounts falling due within one year	12	6,943	-	6,943	-10,936
NET CURRENT ASSETS		<u>362,629</u>	<u>6,978</u>	<u>369,607</u>	<u>230,695</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>362,629</u>	<u>6,978</u>	<u>369,607</u>	<u>230,695</u>
Represented by:					
UNRESTRICTED FUNDS					
General funds	15			215,337	218,714
Designated funds				147,292	-
				<u>362,629</u>	<u>218,714</u>
RESTRICTED FUNDS					
	16			6,978	11,981
TOTAL FUNDS					
				<u>369,607</u>	<u>230,695</u>

The notes on pages 19 to 28 form part of these financial statements.

Approved by the Board on 22 May 2024 and signed on their behalf by:

Mr Alan Tower (Chair):



Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2023

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

Unrestricted general funds – These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

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

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) Donated services and facilities

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated

meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis. Where categories of expenditure relate to more than one expenditure heading in the SOFA, these are allocated between headings on the basis of an estimate of staff time spent thereon.

(l) **Cost of Generating Funds**

This comprises 2.5% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects. This comprises 3% of all expenditure relating to staff, outside contractors, Office, property and Admin and reflects the proportion of these activities devoted to governance, plus specific costs of the Independent Examiner and trustee expenses and meetings.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2022**

	<i>Note</i>	<i>Unrestricted Funds</i> £	<i>Restricted Funds</i> £	<i>2022 Total</i> £
Income from:				
Donations and legacies	3	29,202	893	30,095
Charitable activities	4	267,368	200	267,568
Investments	5	511	-	511
Total income		297,081	1,093	298,174
Expenditure on:				
Raising funds		6,030	-	6,030
Charitable activities		280,406	1,158	281,564
Total expenditure	6	286,436	1,158	287,594
Net income/(expenditure)	7	10,645	-65	10,580
Transfers between funds		-	-	-
Net movement in funds		10,645	-65	10,580
Reconciliation of funds:				
Total funds brought forward		208,069	12,046	220,115
Total funds carried forward		218,714	11,981	230,695

Balance Sheet comparative figures for 2022:

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2022 Total £</i>
FIXED ASSETS				
Tangible assets	10	-	-	-
CURRENT ASSETS				
Debtors	11	12,079		12,079
Cash at bank and in hand		217,571	11,981	229,552
		<u>229,650</u>	<u>11,981</u>	<u>241,631</u>
Creditors:				
Amounts falling due within one year	12	-10,936	-	-10,936
		<u>-10,936</u>	<u>-</u>	<u>-10,936</u>
NET CURRENT ASSETS		<u>218,714</u>	<u>11,981</u>	<u>230,695</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u><u>218,714</u></u>	<u><u>11,981</u></u>	<u><u>230,695</u></u>
Represented by:				
UNRESTRICTED FUNDS	15			
General funds				218,714
Designated funds				-
				<u>218,714</u>
RESTRICTED FUNDS	16			<u>11,981</u>
TOTAL FUNDS				<u><u>230,695</u></u>

3 DONATIONS

	<i>Unrestricted</i>	<i>Restricted</i>	2023
	£	£	Total
			£
General Donations	8,002	135	8,137
Legacies	147,536	-	147,536
Trusts and Grants	11,000	-	11,000
	166,538	135	166,673

Comparative figures for 2022:

	<i>Unrestricted</i>	<i>Restricted</i>	2022
	£	£	Total
			£
General Donations	9,208	893	10,101
Legacies	5,494	-	5,494
Trusts and Grants	14,500	-	14,500
	29,202	893	30,095

4 INCOME FROM CHARITABLE ACTIVITIES

	<i>Unrestricted</i>	<i>Restricted</i>	2023
	£	£	Total
			£
Conferences and Events	14,121	-	14,121
Contributions from Members	160,825	560	161,385
Direct Charitable sales	65,835	-	65,835
Affinity schemes & miscellaneous trading	4,613	-	4,613
	245,393	560	245,953

Comparative figures for 2022:

	<i>Unrestricted</i>	<i>Restricted</i>	2022
	£	£	Total
			£
Conferences and Events	15,221	-	15,221
Contributions from Members	162,384	200	162,584
Direct Charitable sales	81,096	-	81,096
Affinity schemes & miscellaneous trading	8,667	-	8,667
	267,368	200	267,568

5 INVESTMENT INCOME

	Unrestricted	Restricted	2023
	£	£	Total
			£
Interest received on cash balances	3,047	-	3,047
Comparative figures for 2022			
	Unrestricted	Restricted	2022
	£	£	Total
			£
	511	-	511

6 **TOTAL EXPENDITURE**

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2023 Total
	£	£	£	£
Staff costs	5,050	190,892	6,060	202,002
Outsourced contractors	144	5,447	173	5,764
Office property, administration, staff travel	1,001	37,847	1,201	40,050
Promotions and resources	-	10,940	-	10,940
Conference and events	-	11,806	-	11,806
Examination of accounts	-	-	650	650
Miscellaneous expenses	-	3,469	2,081	5,550
	6,195	260,401	10,165	276,762

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2022 Total
	£	£	£	£
Comparative figures for 2022				
Staff costs	4,877	184,367	5,853	195,097
Outsourced contractors	135	5,112	162	5,409
Office property, administration, staff travel	1,018	38,450	1,221	40,689
Promotions and resources	-	31,781	-	31,781
Conference and events	-	7,792	-	7,792
Examination of accounts	-	-	800	800
Miscellaneous expenses	-	2,508	3,518	6,026
	6,030	270,010	11,554	287,594

7 **NET MOVEMENT IN FUNDS**

	2023	2022
	£	£
This is stated after charging:		
Lease of property	10,233	10,375
Lease of office equipment	1,326	2,691
Examiner's fee	650	800

8 **TRUSTEE AND EMPLOYEE INFORMATION**

a) **Employee information**

	2023	2022
The average number of staff employed during the year was:	10	8
The average number of full-time equivalent staff was:	6	6
Staff emoluments	£	£
Salaries	175,309	168,655
Social security	8,839	9,027
Pension and life assurance costs	17,854	17,415
	202,002	195,097

Employee benefits to key management personnel for the year totalled £89,925 (2022: £91,297). There were no employees with emoluments above £60,000 in either the current or previous year.

b) **Trustee information**

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2022). Expenses of £498 for travel were reimbursed to four trustees during the year (£530 to five trustees in 2022).

9 **PENSION SCHEME ARRANGEMENTS**

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £17,854 (2022: £17,415)

10 **TANGIBLE ASSETS**

	Computer	Office	Total	Total
Fixed assets held for use by the charity		equipment	2023	2022
Cost	£	£	£	£
At 1 st January 2023	10,052	1,175	11,227	11,227
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31st December 2023	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2023	10,052	1,175	11,227	11,227
Charge for the year	-	-	-	-
Released on disposal	-	-	-	-
As at 31st December 2023	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2023	-	-	-	-
As at 31 st December 2022	-	-	-	-

11 **DEBTORS AND PREPAYMENTS**

	2023	2022
	£	£
Taxation: VAT recoverable		
Debtors	1,427	7,682
Prepayments	4,081	4,396
	5,508	12,078

12 **CREDITORS**

	2023	2022
	£	£
Taxation and social security	1,821	3,204
Trade Creditors	1,033	3,662
Accrued expenses	1,220	807
Accrued holiday pay	76	454
Other Creditors	2,793	2,809
	6,943	10,936

13 **COMMITMENTS**

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2023	2022
	Total	Total
	£	£
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	7,650	9,350
Other operating leases	-	2,820
<i>Within two to five years:</i>		
Land & buildings	-	-
Other operating leases	-	-

Note: reduction in lease payments due within one year on Land & Buildings relates to a change in the nature of the office lease agreement with the landlord. Effective from 1st December 2023, service charges for electricity used are to be charged retrospectively quarterly basis, based on actual usage.

14 **RELATED PARTY TRANSACTIONS**

There were no individual related party transactions during the year which require disclosure (£NIL in 2022). Aggregate donations in the year without condition from trustees and key management personnel totalled zero.

15 **UNRESTRICTED FUNDS**

	Balance at 1st Jan 2023	Movement in funds			Balance at 31st Dec 2023
	£	Income	Expenditure	Transfers	£
		£	£	£	
General Fund	218,714	267,686	271,064	-	215,337
Legacy Fund	-	147,292	-	-	147,292
	218,714	414,978	271,064	-	362,629

Comparative figures for 2022:

	Balance at 1st Jan 2022	Movement in funds			Balance at 31st Dec 2022
	£	Income	Expenditure	Transfers	£
		£	£	£	
General Fund	208,069	297,081	286,436	-	218,714
	208,069	297,081	286,436	-	218,714

16 **RESTRICTED FUNDS**

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	2023				2023
	£	£	£	£	£
Lausanne General	4,677	135	-	-	4,812
Network Events	1,326	-	220	-	1,106
Staff Ministry	334	-	334	-	-
H4M (Hope for Muslims)	4,489	-	4,489	-	-
Regional Reps	1,155	560	655	-	1,060
Total Restricted Funds	11,981	695	5,698	-	6,978

The Funds are maintained for the following purposes:

CRIB: CRIB is a network and events for Christians involved in mission to Muslims in Britain. This fund represents the income and expenditure involved in the running of events by the CRIB network. All CRIB funds were transferred to The Sheiling Trust in accordance with an agreed transfer arrangement that finalised in February 2022.

Lausanne General: Donations received for the work of Lausanne Committee for World Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	2022				2022
	£	£	£	£	£
CRIB	1,007	-	1,007	-	-
Lausanne General	3,845	833	-	-	4,678
Network Events	1,326	-	-	-	1,326
Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,489
Regional Reps	1,045	260	151	-	1,154
Total Restricted Funds	12,046	1,093	1,158	-	11,981

EVANGELICAL MISSION ASSOCIATION

England & Wales - Charity number 1081966

Accounts



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2022**

CONTENTS

1. Report of The Trustees.....	3
1.1 Reference and Administrative Details.....	3
1.2 Structure, Governance & Management	4
1.3 Our Aims, Objectives and Activities	5
1.4 Summary of Main Activities and Performance by Strategic Objective in 2022	6
1.5 Summary of Achievements and Performance against Operational Plans in 2022	10
1.6 Financial Review	12
1.7 Future Plans and Activities.....	14
1.8 Responsibilities of The Trustees	14
2. Independent Examiner’s Report to The Evangelical Mission Association (“Global Connections”)	16
3. Financial Statements	17
3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2022.....	17
3.2. Balance Sheet (As At 31 December 2022)	18
3.3. Notes To The Financial Statements For The Year Ending 31 December 2022	19

1. Report of The Trustees

The Trustees have pleasure in presenting their report and accounts for the year ended 31st December 2022.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as Trustees during the year and to the date of this report:

Mr Alan Tower	Ms Deborah Kong (Treasurer) (resigned Dec 2022)
Mrs Caroline Millar	Mr Fola Oyeleye (commenced Oct 2022)
Dr Peter Rowan	Mrs Anu Ola (commenced Oct 2022)
Mr Gary Sloan (resigned Dec 2022)	Mr Chris Ducker (commenced Oct 2022)
Trustee XX – Trustee with Dispensation	Mr Dan Challis (commenced Oct 2022)
Ms Jenny Brown (resigned May 2022)	Mr James Vaughton (commenced Oct 2022)
	Mrs Louisa Evans (commenced Oct 2022)

Council

The following individuals, together with the Trustees, served as Council members during 2022:

Abi Willetts	Gordon Darragh	Natasha Rayan
Andrew Hill	Gordon Scoble	Paul Bailie
Brian Wakelin	Henry Lu	Paul Cooke
Cindy Crossley	Iván Neira	Peter Brierley
Claire Franks	James Poole	Peter Oyugi
Connie Yu	John McLernon	Ray Porter
Dan Yarnell	Kevin Wren	Robert Scott
David Baldwin	Lesley Cheesman	Roger Purdom
David Cook	Mark Handley	Siew H Ong
Edward Issitt	Mark Pickett	Steve Smith
Evan Winter	Michael Prest	Tony Uddin
Girma Bishaw		

Company Secretary during 2022

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies

Chairman of Board: Mr Alan Tower

Hon Treasurer: Ms Deborah Kong

Key Management Personnel

Dr Harvey Kwiyani (Chief Executive Officer)

Mr Andy Law (Chief Operating Officer)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. Kingdom Bank, Ruddington Fields Business Park, Mere Way, RUDDINGTON NG11 6JS

1.2 Structure, Governance & Management

1.2.1 Constitution of the Charity and Status

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and the Northern Ireland Office is now called Mission Action Partnership (MAP). The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council which served during 2022 is listed on page 1. The term of office is three years, and each Council member is eligible to serve for three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met twice during 2022.

1.2.2 The Board

The Board of Trustees, who held office during 2022, are listed on page 1. The year started with seven Trustees, which reduced to six in May following a resignation, then eventually increased to 10 by the end of the year following the addition of six new Trustees and two further resignations. Both of these latter resignations were due to the Trustee reaching the end of their third full term, and were recognised by the Council during the AGM in October 2022. All Trustees have received the Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years, and each Trustee is eligible to serve for three terms.

None of the Trustees had any financial interest in any transaction or arrangement with the Charity (other than as a Trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No Trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the Trustees are active in the running of the charity and there is a clear set of roles and responsibilities for Trustees and staff. The Trustees met four times during the year, as well as participating in Council meetings and other network events. The Board are supported by an advisory committee on finance (including monitoring the pension and affinity schemes).

The Trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of Trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The Trustees abide by a clear conflict of interests policy which states that any Trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the Trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks to ensure that all appropriate mitigations are in place. The most prominent risks currently being managed by the charity relate to the need to replace the existing, aging website; competition from other Christian jobs advertisers, and the potential for the charity to be the victim of a cyber-attack. The Trustees are satisfied that adequate mitigations and contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of such risks. The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the Trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e., our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Following a review of our strategy during 2022, the charity's strapline and supporting statement were revised were revised to:

Strapline: *Together for the future of mission*

Supporting Statement: ***'Connecting and equipping the UK church and mission community in a changing world.'***

The review also resulted in the revision of our key objectives to more accurately described and reflect the charity's focus, intention and activity going forward. The objectives are:

1. **Connect** —help the network build and strengthen relationships and develop collaborative partnerships across organisations, nationalities, and mission fields for the sake of prayer, mutual learning, and sharing of resources.
2. **Inspire** —inspire, encourage, and motivate followers of Christ in the UK to participate in God's mission through relevant Christian ministry and service, both locally and globally.
3. **Explore** — engage with the network in critical, reflective and fruitful conversations about the future of mission, in the context of world Christianity, and the role of the UK mission community in it.
4. **Equip** —prepare and equip members for both local and global mission through the sharing of experience, best practice, and helpful resources.
5. **Model** — to be an exemplar of best practice in all areas of GC's internal operations.

The use of 'Learn' as a sixth key word / objective is no longer included as we believe it is incorporated in both Explore and Equip.

The Trustees believe that these keywords clarify the charity's objectives and do not represent any fundamental change to the purpose or work of Global Connections, Christian Vocations or MAP.

In completing this review, we have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In accordance with this guidance, the Trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the Trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message. Non-network members can attend events and use resources where available. The Trustees consider that the public is well served by strengthening and improving the practice of its members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2022

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent.

1.4.1 EXPLORE - exploring the future of mission

Under the guidance of Dr Harvey Kwiyani, CEO, a key focus of Global Connections' activity in 2022 was the exploration of the racist and colonial history of mission. A central component of this work was a series of five Future of Mission events. At each event, delegates heard from a leading voice within the sector, encouraging us to consider an aspect of the traditional model of mission.

We have continued to consider the impact of these changes and challenges on the future of short-term mission, asking whether the current model employed for many short-term mission programmes needs to be reviewed. This will continue to shape discussions around short-term mission in the year ahead.

Through all such conversations, Global Connections continues to seek to facilitate dialogue around these issues; not to instruct members on what alternative models should be adopted, but to explore together whether change is required to redress the balance of perceived power and resource.

1.4.2 LEARN - learning together as a network

While use of this keyword stopped towards the end of 2022, Global Connections and MAP delivered a number of positive activities and outcomes against it during the year.

Despite no longer being a separate key word or objective, the Trustees continue to believe that one of the main ways Global Connections can bring maximum influence throughout the network is by organising forum meetings and events in both informal and formal settings so that members can learn and benefit from each other's experiences and skills. Most of these activities are planned by a steering or core group drawn from the network, and programmes reflect the needs expressed by the network. A few highlights during the year included:

- a) A series of five 'Future of Mission' events during which Jim Memory asked delegates to consider what God is doing in Europe; Dr Jay Matenga called on the mission community to prioritise the local, host recipients of the gospel; Dr Sam George explored a theology and missiology for a post-mission era; Dr Cathy Ross helped us consider the perspectives of women in mission, and Gavin Calvin spoke on the role of the local church in mission. This series was as valuable as it was challenging.
- b) During an informal series of 'Coffee Breaks' the Finance & Governance forum explored the impact of inflation on managing charity finances, CRM and finance software, and payroll management options. The aim of these sessions is to use the experience and knowledge of people in the network to help and support others in addressing their challenges without reinventing the wheel.
- c) The Integral Mission forum considered the role of the local church in society with a particular focus on the 'local' during a two-day event in Birmingham. Under the guidance of highly experienced and well-regarded speakers, delegates examined the strengths and challenges of different approaches being used in the Church and Community space both in the UK and globally.
- d) In three events across the year, the International HR forum looked at how to stay healthy and legal after Covid, how to build feedback-friendly cultures in our organisations, and how best to value the role and contribution of volunteers.
- e) In response to a pressing need in the network brought about by the impact of Covid and the war in Ukraine, the Member Care and TCK forum convened to learn about

the implications on mission partners (and their children) of sudden and / or forced relocation.

- f) In addition to these events, our Muslim World Forum and the new Multicultural Mission (UK) forum both delivered a number of events to consider issues relevant to their constituency.

1.4.3 CONNECT - Building relationships, developing partnerships and connecting with other members.

As a network of member organisations, Global Connections strives to facilitate individuals, agencies and network associates to connect with one another, to share experiences and learning, and offer mutual support. Global Connections and MAP have continued to facilitate these connections in the following ways:

- a) Forums and Events – as listed in the previous section (Learn), we ran over 20 separate events over the course of 2022. Although many of these were held virtually, they still provided members with the opportunity to connect with others within the network. In recognition of the need for people to meet less formally, the CEO Forum and Finance & Governance Forum both offered opportunities throughout the year to meet in less formal virtual settings. The aim of these sessions was to provide those attending with the opportunity to talk with one another, to share experiences and offer support for mutual benefit. Feedback from these sessions has been overwhelmingly positive.

The continued use of core and steering groups for the forums also provides greater breadth of input from within the membership. This ensures that a range of voices are heard, and perspectives considered in developing plans for learning and sharing throughout the year.

- b) Virtual connection via the Networking Hub has continued to grow, with increasing utilisation of the chat function that enables members to connect with other in the network. This extended use of the Networking Hub demonstrates the value it represents to those using it, and the extra dimension that it offers to members looking to expand their connections within the network.
- c) Under the leadership of Dr Harvey Kwiyani (CEO), between 10 and 20 CEOs, national directors and executive leaders of mission and other parachurch organisations have met together in a monthly Kachere Fellowship gathering. The purpose of these virtual gatherings is to create a space for fellowship, mutual support, and group-think among such leaders.

1.4.4 INSPIRE – Inspiring UK Christians to explore opportunities in Christian ministry and service, locally and globally

Christian Vocations (CV) is a ministry of Global Connections and this continues to be an alternative trading name for vocational activities.

A few of the key achievements for Christian Vocations in 2022 were:

- a) Following on from the review of Christian Vocations, staff drew up visual plans for the shape of the new website – reflecting the conclusions in the review regarding the priorities of our two key stakeholders. Although this needed to be subsequently modified in the new website design, it is anticipated that this new development will significantly enhance the service Christian Vocations can offer to jobseekers and recruiters alike.

- b) During 2022, 574 UK job vacancies were posted through the Christian Vocations website (including UK voluntary opportunities).
- c) Income from UK job vacancies and short and long-term mission opportunities in 2022 was £9.4k more than in 2021 - £80.3k in 2022 against £70.9k in 2021. This represented an overperformance of £9.3k on the budget forecast. While these figures are very encouraging, there continues to be a degree of uncertainty in the job market due to the continuing financial volatility and inflationary pressures. Work continues to attract new business, especially amongst churches.
- d) The monthly average for webpage views of the UK jobs section for 2022 was 21,704 (260,445 views for the year.) This represents an increase of approximately 36% on 2021. It is encouraging to see this increase, but it is taking a while to recover website views to pre-pandemic levels when we were regularly seeing an average of 30,000 or more visits per month.
- e) There has been a steady increase in 2022 in followers on Twitter (2098) and Instagram (1337), a 169% increase in LinkedIn followers (from 231 to 622) and a slight decrease in Facebook followers (1729 at the end of 2022, compared to 1893 in 2021). Christian Vocations has continued to maintain a constant and regular presence on all channels, but using a more targeted approach based on the data regarding what kinds of posts work well on different channels.
- f) Sign-ups for job alert emails remains constant at 3,500.
- g) CV staff attended the in-person UCCF New Year Training Conference to run a session for leaving staff workers – both for those considering working in the Christian sector in the future and for those moving into secular work. It was very well received.
- h) Christian Vocations staff continue to support key stakeholders via two quarterly e-newsletters. *Recruitment Matters* provides resources, advice and guidance for those recruiting in the UK Christian church and charity sector and is sent to those who advertise jobs with us. *Jobseekers Matter* provides resources, advice and guidance for those looking for jobs in the UK Christian and charity sector and is sent to individuals who have signed up for job alert emails. Each aims to bring both practical and spiritual help as well as pointing to events and resources provided by Global Connections.

1.4.5 EQUIP - Resource and signpost UK churches and mission agencies on a range of operational matters.

The staff team have continued to focus on signposting members to a range of value resources at source. This is beneficial as it reduces the demand on a small staff team to gather and collate the information required to produce resources, and it ensures that members get important information from the source, without interpretation or missing context. This proved especially valuable during the pandemic, and we believe it continues to be the most appropriate model to equip our members.

In addition to this signposting approach, Global connections and MAP continued to equip members with a range of important resources including:

- a) Discounted travel and medical insurance schemes from Banner and Talent Trust. We continue to work with these, and other agencies, to support members of the network to comply with the relevant standards and access quality insurance products.

- b) The provision of pension schemes for the network remained a key resource. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international savings plan for people working outside the UK operated by Zurich International continue to be widely used. Both schemes continue to perform above the industry benchmarks and provide members with the significant benefits of being part of a larger group plan.
- c) Updates through the year, as detailed in previous sections, with input from specialists in the field of employment and charity law, and organisational governance. This input is invaluable to members in ensuring they remain compliant with applicable rules, regulations and standards.
- d) Through our relationship with the Christian Supply Chain, members of Global Connections can continue to access a range of products and services from carefully selected suppliers at improved pricing and discounts due to the leverage of the buying power across Christian organisations.

1.4.6 MODEL - Be an exemplar of best practice within all areas of the organisation.

- a) During 2022 all regulatory reports and returns were filed within set deadlines.
- b) The Board continues to review all of the organisational policies to ensure that they remain up to date in areas such as safeguarding, investments, HR, reserves, handling complaints, anti-bribery and whistleblowing.
- c) Having set a General Fund budget with a deficit of £34.6k a combination of vacancies, updated working practices and skill mixing of the staff team enabled Global Connections to reduce the overall staffing establishment and end the year with a general fund surplus of £10.6k. See section 1.6.1 for additional information.
- d) As many of the Covid related restrictions were relaxed, most of the staff team adopted a hybrid approach to working, making the most of benefits associated with home and office-based working. Enabled by a robust and reliable IT infrastructure, it allows staff to remain connected while working flexibly and safely.

1.5 Summary of Achievements and Performance against Operational Plans in 2022

The Trustees are committed to improving the charity's practice and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims, and this is evaluated by management and reported at each Board meeting.

The principal achievements in 2022 centred on the Charity's focus on the future of mission, tackling the issues of racism and colonialism in mission, and continuing to support members of the network as they started to consider future implications for their own operational models.

In the interest of continuation and consistency, this section of the report will focus on how the charity performed against the plans and future activities set out in the 2021 Annual Trustees Report. These were:

- a. **Explore together with members, the future of mission in response to the Covid-19 pandemic and to engage, exchange and collaborate in more mutually creative and beneficial ways.** The focus on exploring the future of mission has been

central to our work in 2022. The 5 seminars that we hosted, all of which had at least 65 people in attendance, plus several other conversations we had with some members of the network (Harvey Kwiyani, our CEO, spoke at several events of member-organisations) have been impactful.

- b. **Expand our “The Future of Mission” seminar series and develop a “Passion for Mission” podcast to provide thought leadership on issues related to mission in the UK and around the world.**

The podcast has yet to happen, but the series of five future of mission events throughout the year were well attended and attracted positive feedback. Through his monthly contributions to our Network News monthly e-newsletter, Harvey Kwiyani (CEO) continues to engage the issues that need to be considered by the wider network. We will continue to develop this workstream in the months ahead.

- c. **Making use of the role of an Intercultural Engagement Coordinator, to develop and strengthen relationships with Diaspora Christianity communities in around the country.**

With the help of the Intercultural Engagement Coordinator, we managed to get together a new forum, Mission in Multicultural UK, that focuses on diaspora communities. The work of creating this forum increased our connections with migrant churches in the UK. We also hosted two key events focusing on African Christians in the UK, the first being in May, discussing mental health issues and the second happening in October around Black History Month concerns.

- d. **Develop a new website for Global Connections and Christian Vocations that will be easier for staff and members to use and interact with, and reduce support costs for the charity.**

Having secured the services of a highly regarded website development agency, work commenced in 2022 to scope, draft and develop the new website. This will signify a major development for the charity; making it easier to reach a potentially new audience. Significant developments in the new site structure and functionality will also make it easier for members and staff to use.

- e. **Further developing the Networking Hub as a virtual community centre where members of the network can gather to engage one another.**

Engagement with the Networking Hub has continued to grow over the last year, with an increasing number of members signing up to the platform. The core function of the Networking Hub continues to be the Chat area where members can ask questions, and share experiences and knowledge with peers.

- f. **Continue to refine operational systems and processes to reduce associated costs, improve effectiveness and efficiency of staff and ensure the safety and security of all data held under the charity’s control.**

Several refinements have been implemented over the last 12 months including the utilisation of web-based project and workload management tools, and extended use of Microsoft 365 applications to replace the use of third party, paid for, alternatives. Resolution of a small number of queries regarding the charity’s VAT status has provided clarity on the ability to issue invoices for membership fees. This change was received positively by members, and will save significant time previously spent by the staff team chasing annual membership contributions.

- g. **Complete the review of MAPs (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks.**

The MAP strategy review is still a work in progress, due to the delayed finalisation of the overarching Global Connections strategy. This will remain a focus for the year

ahead. We continue to refine the terminology and phrasing of our communications with members, to reinforce the connection between MAP and Global Connections. This includes expanding the availability of Global Connections member benefits to MAP members.

- h. **Complete the review of GC Regional Groups strategy to strengthen their connection and alignment with GC's vision, ethos, and strategic priorities.** We met with regional Group Chairs in September to rethink how best we can work with them in order to strengthen our connections with them and increase our presence in the regions. It was agreed that, indeed, a stronger connection is needed especially as we seek to widen the work of our Regional Groups to begin to engage churches and other Christian communities in addition to Christian Unions in institutions of higher education in the UK.
- i. **Continue to develop an IT infrastructure that enables staff to work and connect safely and securely with colleagues and the wider network.**
With the support of an experienced and skilled IT support agency, the staff team continues to operate safely and securely in a cloud-based infrastructure. This supports full compliance with relevant governance standards, and allows staff to work from anywhere at anytime (in accordance with relevant organisational policies). Working with Zorva Ltd, the charity conducted a comprehensive governance review at the start of the year to identify any areas for improvement. The small number of gaps identified have all subsequently been resolved.
- j. **Identify and share appropriate and relevant standards, guidelines and codes of practice that support and enable members to operate and 'do mission' more effectively and efficiently.**
Due to the extended focus in other areas of work, activity in this area was reduced. However, we continue to point members towards helpful resources, guides and tools through the range of regular e-newsletters (i.e. Network News, MAP Newsletter, Jobseekers Matter and Recruitment Matters).
- k. **Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.**
Following its approval in 2021, the Board of Trustees continue to comply with a number of standard systems and processes, set out in the charity's Board Handbook, to ensure that new and existing Trustees are, and remain, compliant with the relevant standards and regulations.

1.6 Financial Review

1.6.1 Financial Results

Following significant reductions during 2021, income to the unrestricted (general) fund in 2022 from the three key income streams increased, resulting in a surplus of £10,580. Income from jobs advertising through Christian Vocations increased from £70,904 in 2021 to £80,272 in 2022 which represented an overperformance of £9,272 against the budget of £71,000. Events related income decreased from £16,100 in 2021 to £15,221 (against a budget of £21,500), and membership contributions increased from £160,125 in 2021 to £162,384 in 2022 (against a budget of £140,000). Additional income from unexpected donations and a legacy, contributed to an overperformance of £9,202 against the general donations budget.

Although total income decreased by 0.34% from £299,191 in 2021 to £298,174 in 2022, this reduction was less than expected for the reasons previously stated.

Total expenditure increased by 32% from £218,569 in 2021 to £287,594 in 2022 (against a budget of £301,201). The increase on 2021 was the result of having finally recruited to all vacancies and the additional expenditure associated with development of the new website. However, short periods of vacancy at the start of the year, resulted in an underspend of £5,932 against the budget for all staff and contractor expenses. The other main contributors to the underspend against the budgeted expenditure were £5,361 against event related costs and £4,745 earmarked to the new website development. The latter of which will be carried over to 2023. These underspends were offset in part by greater than expected expenditure against staff travel (£1,290), governance associate costs (£2,117) and several smaller combined expenditures.

The additional income and reduction in budgeted expenditure combined resulted in a general fund year end surplus of £10,580. This represented an overperformance of £45,132 against budget for the full year of -£34,551.

The Trustees express again their dependence on God and gratitude for His provision of sufficient funding. It is envisaged that the healthy financial reserves will now enable the charity to make meaningful progress on a number of projects, including completion of the new website and commencement of focused programme of intercultural engagement. It also allows the charity to increase its network engagements while also continuing to speak into mission discourse with similar organisations in Europe.

Restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £98,907. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken.

The actual free reserves are £218,714, which is the equivalent of approximately eight months expenditure.

1.6.3 Going concern

The Trustees regularly review the medium-term financial projections for the charitable company, and recognise the need to closely monitor and respond to budgetary fluctuations as and when required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the Board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. Although the Trustees have approved a deficit budget of £30,081 for 2023, with a further potential deficit budget of £28,269 in 2024, it is noted that this is based on conservative income and expenditure forecasting. This is based on uncertainty regarding the financial security of some

network members, and the possibility that the size of the network will be reduced over the next two years. When combined with known higher operational costs associated with having a full staff team (this will amount to c£17.8k additional expenditure for the full year), and other general uplifts impacted by inflation (for example, higher travel costs and service charges), it is anticipated that the charity will not deliver a surplus in the next two years.

Despite this, the charity does not forecast passing below its absolute free reserves limit of £39,865 for at least 12 months from the date of this report. Consequently, the Trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund and Kingdom Bank.

1.7 Future Plans and Activities

Following discussions with the Board of Trustees, Council and staff, the executive management team continue to progress the development of a detailed strategic plan. The central strategic focus of this plan remains the consideration of the future of mission and ensuring the charity's future financial viability. The main plans and activities of the charity in 2023 are a mix of short-term priorities and on-going delivery of the strategic objectives:

- a. Continue to develop the "The Future of Mission" programme and develop a "Passion for Mission" podcast to provide thought leadership on issues related to mission in the UK and around the world.
- b. Continue to lead the network in interrogating the colonial legacy of mission through the Passion for Mission conference and encourage non-Western Christians in the UK to also engage in mission.
- c. Develop the role and impact of the Intercultural Engagement Coordinator, to develop and strengthen relationships with Diaspora Christianity communities in around the country.
- d. Finalise development of the new website for Global Connections and MAP.
- e. Review the range and type of events made available to members, to best meet their needs and preferences. This will include the possibility of expanding the number of short, free, virtual catch-up / Coffee break style events specific to each of the forums.
- f. Raising awareness of members to the range of material benefits, such as discounted insurance, group pension scheme, discounted job advertising etc.
- g. Continue to develop and expand use of the Networking Hub as a virtual community centre where members of the network can gather to engage one another.
- h. Complete the review of MAPs (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks.
- i. Develop and deliver an updated model to replace the Short-Term Mission Code of Best Practice.
- j. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.

1.8 Responsibilities of The Trustees

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 24/05/23 and signed on their behalf by:

Mr Alan Tower (Chair):



Date: 24/05/23

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

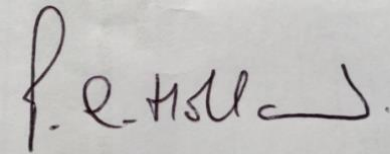
Independent examiner's statement

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

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

Signed: 

Name: Paul Holland, FCMA
Fellow of Chartered Institute of Management Accountants

Address: Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP
Date: 1st June 2023

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2022

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2022 Total £</i>	<i>2021 Total £</i>
Income from:					
Donations and legacies	3	29,202	893	30,095	34,368
Charitable activities	4	267,368	200	267,568	264,672
Investments	5	511	0	511	150
Total income		297,081	1,093	298,174	299,191
Expenditure on:					
Raising funds		6,030	0	6,030	4,914
Charitable activities		280,406	1,158	281,564	213,655
Total expenditure	6	286,436	1,158	287,594	218,569
Net income/(expenditure)	7	10,645	-65	10,580	80,622
Transfers between funds		0	0	0	0
Net movement in funds		10,645	-65	10,580	80,622
Reconciliation of funds:					
Total funds brought forward		208,069	12,046	220,115	139,493
Total funds carried forward		218,714	11,981	230,695	220,115

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2021 are show in Note 2.


The notes on pages 19 to 28 form part of these financial statements.

3.2. Balance Sheet (As At 31 December 2022)

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2022 Total £</i>	<i>2021 Total £</i>
FIXED ASSETS					
Tangible assets	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	12,079		12,079	12,688
Cash at bank and in hand		217,571	11,981	229,552	218,004
		229,650	11,981	241,631	230,692
Creditors:					
Amounts falling due within one year	12	-10,936	-	-10,936	-10,577
NET CURRENT ASSETS		218,714	11,981	230,695	220,115
TOTAL ASSETS LESS CURRENT LIABILITIES					
		218,714	11,981	230,695	220,115
Represented by:					
UNRESTRICTED FUNDS					
General funds	15			218,714	208,069
Designated funds				-	-
				218,714	208,069
RESTRICTED FUNDS					
	16			11,981	12,046
TOTAL FUNDS					
				230,695	220,115

The notes on pages 19 to 28 form part of these financial statements.

Approved by the Board on 24/05/23 and signed on their behalf by:

Mr Alan Tower (Chair): 

Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2022

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

Unrestricted general funds – These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

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

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) **Donated services and facilities**

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis. Where categories of expenditure relate to more than one expenditure heading in the SOFA, these are allocated between headings on the basis of an estimate of staff time spent thereon.

(l) **Fundraising and publicity expenditure**

This comprises all expenditure relating to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2021**

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2021 Total £</i>
Income from:				
Donations and legacies	3	33,318	1,050	34,368
Charitable activities	4	267,828	-3,156	264,672
Investments	5	150	-	150
Total income		301,297	-2,106	299,191
Expenditure on:				
Raising funds		4,914	-	4,914
Charitable activities		213,235	420	213,655
Total expenditure	6	218,149	420	218,569
Net income/(expenditure)	7	83,148	-2,526	80,622
Transfers between funds		-	-	-
Net movement in funds		83,148	-2,526	80,622
Reconciliation of funds:				
Total funds brought forward		124,921	14,572	139,493
Total funds carried forward		208,069	12,046	220,115

Balance Sheet comparative figures for 2021:

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2021 Total £</i>
FIXED ASSETS				
Tangible assets	10	-	-	-
CURRENT ASSETS				
Debtors	11	12,688		12,688
Cash at bank and in hand		205,958	12,046	218,004
		<u>218,646</u>	12,046	230,692
Creditors:				
Amounts falling due within one year	12	<u>-10,577</u>		<u>-10,577</u>
NET CURRENT ASSETS		<u>208,069</u>	12,046	<u>220,115</u>
TOTAL ASSETS LESS CURRENT LIABILITIES				
		<u>208,069</u>	<u>12,046</u>	<u>220,115</u>
Represented by:				
UNRESTRICTED FUNDS				
General funds	15			208,069
Designated funds				<u>-</u>
				208,069
RESTRICTED FUNDS	16			<u>12,046</u>
TOTAL FUNDS				<u>220,115</u>

3 DONATIONS

	<i>Unrestricted</i>	<i>Restricted</i>	2022
	£	£	Total
			£
General Donations	9,208	893	10,101
Legacies	5,494	-	5,494
Trusts and Grants	14,500	-	14,500
	29,202	893	30,095

Comparative figures for 2021:

	<i>Unrestricted</i>	<i>Restricted</i>	2021
	£	£	Total
			£
General Donations	16,662	1,050	17,712
Legacies	2,000	-	2,000
Trusts and Grants	14,656	-	14,656
	33,318	1,050	34,368

4 INCOME FROM CHARITABLE ACTIVITIES

	<i>Unrestricted</i>	<i>Restricted</i>	2022
	£	£	Total
			£
Conferences and Events	15,221	-	15,221
Contributions from Members	162,384	200	162,584
Direct Charitable sales	81,096	-	81,096
Affinity schemes & miscellaneous trading	8,667	-	8,667
	267,368	£200	267,568

Comparative figures for 2021:

	<i>Unrestricted</i>	<i>Restricted</i>	2021
	£	£	Total
			£
Conferences and Events	19,780	-3,436*	16,344
Contributions from Members	160,125	280	160,405
Direct Charitable sales	71,610	-	71,610
Affinity schemes & miscellaneous trading	16,313	-	16,313
	267,828	-3,156	264,672

*Restricted 'Conferences and Events' is negative because of a refund of £3436 made to four supporting members for the GOfest2020 which did not go ahead.

5 **INVESTMENT INCOME**

	<i>Unrestricted</i> £	<i>Restricted</i> £	2022 <i>Total</i> £
Interest received on cash balances	511	-	511
Comparative figures for 2021			
	<i>Unrestricted</i> £	<i>Restricted</i> £	2021 <i>Total</i> £
	150	-	150

6 **TOTAL EXPENDITURE**

	<i>Cost of generating funds</i> £	<i>Cost of activities in furtherance of the charity's objects</i> £	<i>Governance Costs</i> £	2022 <i>Total</i> £
Staff costs	4,877	184,367	5,853	195,097
Outsourced contractors	135	5,112	162	5,409
Office property, administration, staff travel	1,018	38,450	1,221	40,689
Promotions and resources	-	31,781	-	31,781
Conference and events	-	7,792	-	7,792
Examination of accounts	-	-	800	800
Miscellaneous expenses	-	2,508	3,518	6,026
	6,030	270,010	11,554	287,594

	<i>Cost of generating funds</i> £	<i>Cost of activities in furtherance of the charity's objects</i> £	<i>Governance Costs</i> £	2021 <i>Total</i> £
Comparative figures for 2021				
Staff costs	3,731	141,039	4,477	149,247
Outsourced contractors	134	5,078	161	5,373
Office property, administration, staff travel	1,048	39,623	1,258	41,929
Promotions and resources	-	1,264	-	1,264
Conference and events	-	17,611	-	17,611
Examination of accounts	-	-	800	800

Miscellaneous expenses	-	1,078	1,266	2,344
	4,914	205,692	7,963	218,569

7 **NET MOVEMENT IN FUNDS**

	2022	2021
	£	£
This is stated after charging:		
Lease of property	10,375	11,513
Lease of office equipment	2,691	2,639
Examiner's fee	800	800

8 **TRUSTEE AND EMPLOYEE INFORMATION**

a) **Employee information**

	2022	2021
	£	£
The average number of staff employed during the year was:	8	8
The average number of full-time equivalent staff was:	6	5
Staff emoluments		
Salaries	168,655	129,042
Social security	9,027	6,553
Pension and life assurance costs	17,415	13,653
Training	400	335
	195,497	149,583

Employee benefits to key management personnel for the year totalled £91,290 (2021: £61,323).

There were no employees with emoluments above £60,000 in either the current or previous year.

b) **Trustee information**

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2021).

Expenses of £518 for travel were reimbursed to five trustees during the year (£144 to two trustees in 2021).

9 **PENSION SCHEME ARRANGEMENTS**

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £17,087 (2021: £13,207).

10 **TANGIBLE ASSETS**

	Computer	Office	Total	Total
Fixed assets held for use by the charity		equipment	2022	2021
Cost				
At 1 st January 2022	10,052	1,175	11,227	11,227
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31st December 2022	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2022	10,052	1,175	11,227	11,227
Charge for the year	-	-	-	-
Released on disposal	-	-	-	-
As at 31st December 2022	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2022	-	-	-	-
As at 31 st December 2021	-	-	-	-

11 **DEBTORS AND PREPAYMENTS**

	2022	2021
Taxation: VAT recoverable		
Debtors	7,682	10,064
Prepayments	4,396	2,660
	12,078	12,724

12 **CREDITORS**

	2022	2021
	£	£
Taxation and social security	3,204	2,617
Deferred income	-	-
Accrued expenses	7,278	7,183
Accrued holiday pay	454	777
Cancelled Events	-	-
	10,936	10,577

13 **COMMITMENTS**

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2022	2021
	Total	Total
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	9,350	9,350
Other operating leases	2,820	2,810
<i>Within two to five years:</i>		
Land & buildings	-	-
Other operating leases	-	-

14 **RELATED PARTY TRANSACTIONS**

There were no individual related party transactions during the year which require disclosure (£NIL in 2021). Aggregate donations in the year without condition from trustees and key management personnel totalled zero.

15 **UNRESTRICTED FUNDS**

	Balance at 1st Jan 2022	Movement in funds			Balance at 31st Dec 2022
	£	Income £	Expenditure £	Transfers £	£
General Fund	208,069	297,081	286,436	-	218,714
	208,069	297,081	286,436	-	218,714

Comparative figures for 2021:

	Balance at 1st Jan 2021	Movement in funds			Balance at 31st Dec 2021
	£	Income £	Expenditure £	Transfers £	£
General Fund	120,720	301,297	-210,268	-3,680	208,069
Re-konnnect camps	4,201	-	-7,881	3,680	-
	124,921	301,297	-218,149	-	208,069

Re-Konnect Camps: the transfer of rekonnect to The Sheiling Trust was completed in February 2021. There was no rekonnect activity under the name of Global Connections in 2022.

16 **RESTRICTED FUNDS**

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	<i>2022</i>				<i>2022</i>
	£	£	£	£	£
CRIB	1,007	-	1,007	-	-
GC Staff Support	-	-	-	-	-
Lausanne General	3,845	833	-	-	4,677
Network Events	1,326	-	-	-	1,326
Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,490
Regional Reps	1,045	260	151	-	1,154
Total Restricted Funds	12,046	1,093	1,158	-	11,981

The Funds are maintained for the following purposes:

CRIB: CRIB is a network and events for Christians involved in mission to Muslims in Britain. This fund represents the income and expenditure involved in the running of events by the CRIB network. All CRIB funds were transferred to The Sheiling Trust in accordance with an agreed transfer arrangement that finalised in February 2022.

GC Staff Support: Donations received for funding salaries of specific members of GC staff. The balance of salaries is funded by unrestricted funds.

Lausanne General: Donations received for the work of Lausanne Committee for World Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

Comparative 2021 movements

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	<i>2021</i>				<i>2021</i>
	£	£	£	£	£
CRIB	809	348	-150	-	1,007
GC Staff Support	-	220	-220	-	-
Lausanne General	3,363	481	-	-	3,845
Network Events	4,762	-3,436	-	-	1,326

Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,490
Regional Reps	815	280	-50	-	1,045
Total Restricted Funds	14,572	-2,106	-420	-	12,046

EVANGELICAL MISSION ASSOCIATION

England & Wales - Charity number 1081966

Accounts



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2021**

CONTENTS

1. Report of The Trustees	3
1.1 Reference and Administrative Details	3
1.2 Structure, Governance & Management	4
1.3 Our Aims, Objectives and Activities.....	5
1.4 Summary of Main Activities and Performance by Strategic Objective in 2021	6
1.5 Summary of Achievements and Performance against Operational Plans in 2021	11
1.6 Financial Review.....	13
1.7 Future Plans and Activities.....	14
1.8 Responsibilities of The Trustees	15
2. Independent Examiner’s Report to The Evangelical Mission Association (“Global Connections”).....	16
3. Financial Statements	17
3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2021	17
3.2. Balance Sheet (As At 31 December 2021).....	18
3.3. Notes To The Financial Statements For The Year Ending 31 December 2021	19

1. Report of The Trustees

The Trustees have pleasure in presenting their report and accounts for the year ended 31st December 2021.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as Trustees during the year and to the date of this report:

Mr Andy Dipper (resigned Nov 2021)	Dr Peter Rowan
Mr Alan Tower	Mr Gary Sloan
Ms Deborah Kong (Treasurer)	Ms Ruth Whitaker (resigned Nov 2021)
Ms Jenny Brown	Mrs Laura Treneer (resigned Feb 2021)
Mrs Caroline Millar	Mr Eddie Arthur (resigned May 2021)
Trustee XX – Trustee with Dispensation	

Council

The following individuals, together with the Trustees, served as Council members during 2021:

Abi Willetts	Gordon Scoble	Natasha Rayan
Andrew Hill	Harvey Kwiyani	Paul Bailie
Brian Wakelin	Henry Lu	Paul Cooke
Cindy Crossley	Iván Neira	Peter Brierley
Claire Franks	James Poole	Peter Oyugi
Connie Yu	John McLernon	Ray Porter
Dan Yarnell	Jonathan Halsey	Robert Scott
David Baldwin	Kevin Wren	Roger Purdom
David Cook	Lesley Cheesman	Siew H Ong
Edward Issitt	Louisa Evans	Steve Smith
Evan Winter	Mark Handley	Tony Uddin
Girma Bishaw	Mark Pickett	
Gordon Darragh	Michael Prest	

Company Secretary during 2021

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies
Chairman of Board: Mr Andy Dipper
Hon Treasurer: Ms Deborah Kong

Team Leader in 2021

Mr Andy Law

Chief Executive Officer

Dr Harvey Kwiyani (commenced in post September 2021)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. Kingdom Bank, Ruddington Fields Business Park, Mere Way, RUDDINGTON NG11 6JS

1.2 Structure, Governance & Management

1.2.1 Constitution of the Charity and Status

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and the Northern Ireland Office is now called Mission Action Partnership (MAP). The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council which served during 2021 is listed on page 1. The term of office is three years, and each Council member is eligible to serve for three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met twice during 2021.

1.2.2 The Board

The Board of Trustees, who held office during 2021, are listed on page 1. Having started the year with 11 Trustees, this reduced to seven following resignations in February, May and November. Two of these resignations were recognised by the Council during the AGM in October 2021, but the third and fourth resignations came after the meeting. Of these four resignations, two had reached the end of their full terms, and the others related to a change of personal circumstances. No new Trustees joined the Board in 2021, but a process to recruit additional Trustees is ongoing. All Trustees have received the Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years, and each Trustee is eligible to serve for three terms.

None of the Trustees had any financial interest in any transaction or arrangement with the Charity (other than as a Trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No Trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses

are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the Trustees are active in the running of the charity and there is a clear set of roles and responsibilities for Trustees and staff. The Trustees met four times during the year, as well as participating in Council meetings and other network events. The Board are supported by an advisory committee on finance (including monitoring the pension and affinity schemes).

The Trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of Trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The Trustees abide by a clear conflict of interests policy which states that any Trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the Trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks to ensure that all appropriate mitigations are in place. The Trustees are satisfied that adequate contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of such risks. The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the Trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e., our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Following a review of our strategy in 2019, the charity's strapline and mission statement were revised, and a new vision statement developed.

Strapline: *The UK network for world mission.*

Mission Statement: *Working and learning together to equip, challenge and inspire UK Christians for cross cultural mission.*

Vision Statement: *'To see Christians, churches and agencies connected for God's Mission.'*

The review also resulted in the creation of six key objectives to accurately described the charity's focus, intention and activity going forward. The objectives are:

1. **Explore** – exploring the future of mission
2. **Learn** – learning together as a network
3. **Connect** – Building relationships, developing partnerships and connecting with other members
4. **Inspire** - inspiring UK Christians to explore opportunities in Christian ministry and service, locally and globally
5. **Equip** – Resource and signpost UK churches and mission agencies on a range of operational matters.
6. **Model** – Be an exemplar of best practice within all areas of the organisation.

The Trustees believe that these keywords clarify the charity's objectives and do not represent any fundamental change to the purpose or work of Global Connections, Christian Vocations or MAP.

In completing this review, we have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In accordance with this guidance, the Trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the Trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message. Non-network members can attend events and use resources where available. The Trustees consider that the public is well served by strengthening and improving the practice of its members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2021

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent.

1.4.1 EXPLORE - exploring the future of mission

As the pandemic continued to impact operations for many member organisations, Global Connections facilitated a number of discussions to consider the broader impact on the shape of mission so familiar to the UK.

The Passion for Mission event in May 2021 was at the centre of these discussions, and brought together a large number of people from within and without the network, to hear

from Vinoth Ramachandra with his deep experience of ministry from an Asian context and first-hand knowledge of the struggles faced by Christians living in minority contexts. Delegates also heard from Ruth Padilla Deborst with her considerable experience of mission from around the world, especially from the context of Latin America. A range of seminars during the event enabled delegates to engage with each other in discussing the issues, impact and potential solutions.

The impact on short term mission was also considered during two events hosted by the Short-Term Mission forum. This provided individuals directly involved in short term mission to discuss and consider the impact of the pandemic, on how agencies might adapt their short term mission strategies and operations.

Through all such conversations, Global Connections continues to seek to challenge the traditional, potentially outdated, view of mission so widely adopted in the UK. The intention continues to be the creation of an opportunity for the church in the Majority World to be heard and valued. The Global Connections strategy seeks to continue facilitating members and others within the sector, to engage in discussion on this and other associated issues.

1.4.2 LEARN - learning together as a network

The Trustees continue to believe that one of the main ways Global Connections can bring maximum influence throughout the network is by organising forum meetings and events in both informal and formal settings so that members can learn and benefit from each other's experiences and skills. Most are planned by a steering or core group drawn from the network, and programmes reflect the needs expressed by the network. A few highlights during the year included:

- a) Creation Care event (Feb 2021) – a one-day virtual conference to explore the theology and practice of caring for creation, during which delegates heard from a number of respected speakers including Dr Chris Wright of Langham Partnership International and Dr Rosalee V Ewell of Church Relations for the United Bible Societies.
- b) Developing Resilience in Christian Ministry (Feb 2021) - An online event exploring how resilience can be developed for those working in Christian Ministry.
- c) Updates on Charity Law, Employment Law and Governance
- d) Integral Health Forum – Mental Health (Sept 2021) – in recognition that people with Mental Health illness are often stigmatised or marginalised, delegates heard experts in the field provide insight on the foundation in a biblical understanding of mental health and illness, specifically:
 - How do we make sense of secular models of mental illness from a Christian perspective?
 - What is the role of sin in mental illness?
- e) Blind spots: How culturally diverse is your practice? (Sept 2021) - In this event hosted by the Member Care and TCK Forum, delegates considered how much we are all influenced by our own background and ethnicity, and asked whether we have cultural blind spots in the member care we provide. The event benefitted significantly from being able to explore this question with two guest speakers from CAPRO with long experience of working with Nigerian and British churches together.
- f) Managing people through change (Nov 2021) – in recognition of the impact the pandemic was having on so many individuals and organisations, this International HR

forum event looked at how we manage people during times of such change and uncertainty, especially when such changes are enforced.

- g) Three Muslim World Forum events looking at how mission to Muslims developed through the pandemic, honour-shame cultures and an event called 'Catch the Wind' which reflected on how things had changed seven years on from the publication of 'A Wind in the House of Islam' by David Garrison.

1.4.3 CONNECT - Building relationships, developing partnerships and connecting with other members.

As a network of member organisations, Global Connections strives to facilitate individuals, agencies and network associates to connect with one another, to share experiences and learning, and offer mutual support. Despite the challenges created by the pandemic over the last 12 months, Global Connections has continued to facilitate these connections in the following ways:

- a) Forums and Events – although it was necessary for many events to take place virtually, they have still provided members with the opportunity to connect with others within the network. In recognition of the need for people to meet less formally, the International HR forum ran a virtual 'meet for Coffee' where people could attend for a general catch up with their peers. Feedback would suggest this less formal format provided a better opportunity for individuals to share what they had been going through, and seek support and guidance from others on the call.

The continued use of core and steering groups for the forums also provides greater breadth of input from within the membership. This ensures that a range of voices are heard and perspectives considered in developing plans for learning and sharing throughout the year.

- b) Individual connections and facilitated partnerships – despite not having a CEO for the first nine months of the year, the remaining staff team continued to meet and speak individually with members of the network to offer support and guidance where impossible. These conversations also enabled staff to connect members with one another given their overview of the skills and experience within the network. The addition of a new CEO in September increased the capacity for individual connection considerably as he started to circulate both virtually and in person through the network.
- c) Virtual connection via the new Networking Hub – in recognition of our increased focus on facilitating connections within the network, the new networking hub went live in the middle of last year. This digital space has already proven to be a significant step forward in helping members to connect with one another. Whilst the platform still has areas for development, it is clear that the networking hub has enabled members to share learning, resources and experiences with one another for the greater good of the network as a whole.

1.4.4 INSPIRE – Inspiring UK Christians to explore opportunities in Christian ministry and service, locally and globally

Christian Vocations (CV) is a ministry of Global Connections and this continues to be an alternative trading name for vocational activities. The main activities included:

Partway through 2021 a review was undertaken of Christian Vocations driven by the reduced size of the staff team, a re-focus of the charity's overarching strategy and the plans to redevelop the website.

It was agreed that Christian Vocations will continue to work *to inspire UK Christians to explore opportunities in Christian ministry and service, locally and globally* and as such, remains at the very heart of what Global Connections is seeking to do.

A few of the key achievements for Christian Vocations in 2021 were:

- a) Following on from the review of Christian Vocations, staff drew up visual plans for the shape of the new website – reflecting the conclusions above. It is anticipated that this new development will significantly enhance the service Christian Vocations can offer to jobseekers and recruiters alike – and a lot of the foundational groundwork is now in place for this.
- b) During 2021, 518 UK job vacancies were posted through the Christian Vocations website (including UK voluntary opportunities).
- c) Income from UK job vacancies in 2021 was £28.8k more than in 2020 - £70.9k in 2021 against £42.3k in 2020 – and represented an overperformance of £18k on the budget forecast. The reduced staff team worked very hard to respond to this increase in job submissions. While the income from UK jobs was significantly improved on 2020, it is recognised that there is still some way to go before we match the income levels reached in the years pre-Covid. Work continues to attract new business, especially amongst churches.
- d) The monthly average for webpage views of the UK jobs section for 2021 was 15,999 (191,983 views for the year.) This represents a reduction of approximately 5% on 2020. It is interesting to note that although the number of jobs posted and jobs income have both increased, this increase in interest is not yet reflected in the website visits.
- e) In addition to a growing presence on all social media channels - Facebook (1893 followers), Twitter (1986 followers), Instagram (1026 followers) and LinkedIn (231 followers) - Christian Vocations has continued to maintain a constant and regular presence on all channels. These social posts are now more closely targeted to our two key stakeholders.
- f) Sign-ups for job alert emails remains constant at 3,500.
- g) CV staff attended the in-person UCCF New Year Training Conference to run a session for over 40 Relay Workers considering working in the Christian sector in the future.
- h) Christian Vocations staff have now established quarterly e-newsletters for the two key stakeholders. *Recruitment Matters* provides resources, advice and guidance for those recruiting in the UK Christian church and charity sector and is sent to those who advertise jobs with us. *Jobseekers Matter* provides resources, advice and guidance for those looking for jobs in the UK Christian and charity sector and is sent to individuals who have signed up for job alert emails. Each aims to bring both practical and spiritual help as well as pointing to helpful events and resources provided by Global Connections.

- i) In recognition of the increasing reliance on the use of digital media, and the environmental impact of hardcopy resources, Christian Vocations has reflected this by switching to fully online advertising packages.

1.4.5 EQUIP - Resource and signpost UK churches and mission agencies on a range of operational matters.

The smaller staff team has driven a shift away from Global Connections creating resources for the network, to locating and signposting to them instead. This has proved especially valuable during the pandemic when it was important that organisations were basing strategic and operational decisions on expert advice and guidance direct from the source.

Despite this transition, Global connections continued to equip members with a range of important resources including:

- a) Discounted travel and medical insurance schemes from Banner and Talent Trust Consultants. Global Connections continues to work with these, and other agencies to support members of the network to comply with the relevant standards and access quality insurance products.
- b) The provision of pension schemes for the network remained a key resource. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international savings plan for people working outside the UK operated by Zurich International continue to be widely used. Both schemes continue to perform above the industry benchmarks and provide members with the significant benefits of being part of a larger group plan.
- c) Updates through the year on Charity Law, Employment Law and organisational governance. All of these events were supported and led by experts in their respective fields and were considered highly valuable by those who attended.
- d) After something of a delay due to the pandemic, the Global Connections *Guidelines for developing a Safeguarding Policy for UK-based organisations or UK churches sending staff or volunteers overseas* were updated and made available in November. Global Connections staff worked with staff from member organisations and thirtyone:eight to produce this update which now includes reference to children, young people and adults, and has other significant additions including a Theology of Safeguarding, use of technology and e-safety, information on child sexual exploitation, bullying and cyberbullying, child trafficking, FGM, self-harm, and radicalisation, and a new section on the definitions, signs and symptoms of adult abuse.
- e) Through our relationship with the Christian Supply Chain, members of Global Connections can continue to access a range of products and services from carefully selected suppliers at improved pricing and discounts due to the leverage of the buying power across Christian organisations.

1.4.6 MODEL - Be an exemplar of best practice within all areas of the organisation.

- a) During 2021 all regulatory reports and returns were filed within set deadlines.
- b) The Board continues to review all of the organisational policies to ensure that they remain up to date in areas such as safeguarding, investments, HR, reserves, handling complaints, anti-bribery and whistleblowing.

- c) Having set a General Fund budget with a deficit of £8,030 a combination of vacancies, updated working practices and skill mixing of the staff team enabled Global Connections to reduce the overall staffing establishment and end the year with a general fund surplus of £91,029.
- d) During 2021, the staff team continued to work remotely which was only possible because of the significant developments made to the supporting IT infrastructure. This enabled work to be done efficiently without incurring any additional data protection risk.

1.5 Summary of Achievements and Performance against Operational Plans in 2021

The Trustees are committed to improving the charity's practice and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims, and this is evaluated by management and reported at each Board meeting.

The principal achievements in 2021 centred on rebuilding the charity's staff team following the significant changes made in 2020, and continuing to support members of the network as they started to consider future implications for their own operational models.

In the interest of continuation and consistency, this section of the report will focus on how the charity performed against the plans and future activities set out in the 2020 Annual Trustees Report. These were:

- a. **Continue to review and refine the charity's operations and management in line with legal and financial advice, and reduced income levels, whilst maintaining the integrity and charitable commitments of Global Connections** - As will be detailed in section 1.6, the charity started 2021 forecasting an annual deficit of £8k. This was largely a reflection of the marked uncertainty in relation to income from membership contributions and jobs advertising through Christian Vocations. However, a faster than expected return to recruitment for many organisations resulted in Christian Vocations returning a healthy surplus against the budget income. Similarly encouraging figures in relation to membership contributions, played a significant part in delivering an overall surplus at financial year end. It should be noted however, that this would not have been possible without the focus and hard work of the small staff team.

It is hoped that the healthy surplus in 2021 will help support plans to re-grow the staff team and consider new and innovative ways to support the network in considering the future of mission and its implications of the sector as whole.

- b. **Explore together with members, the future of mission in response to the Covid-19 pandemic and to engage, exchange and collaborate in more mutually creative and beneficial ways** - This was the key focus of the Passion for Mission event that took place in May 2021, but was also met by the discussions that took place concerning the future of Short-Term Mission.
- c. **Consolidate the new staff team and recruit to the existing CEO vacancy** - Having started the year without a CEO, the Board of Trustees worked closely with the charity's staff team and a specialist recruitment agency on the process to identify and recruit a new CEO. Time spent listening to voices from within the network helped the

Trustees to appreciate the needs and desires of the network and wider mission community. As a result of many hours spent attracting and meeting with candidates, the Board of Trustees recruited Dr Harvey Kwiyani to the role of CEO for Global Connections. Harvey brings to the role a huge amount of experience in mission and theological education in addition to many years of serving in mission Europe and North America. As an African leader (of Malawian origin) he comes keen to reconsolidate the staff team and to strengthen relationships within the GC family and beyond.

- d. **Develop the new ‘Networking Hub’ as a digital space for members of the network to engage directly with one another, share learning and resource to the mutual benefit of all** – the new Networking Hub was launched last spring and has proven to be a valued addition to the list of benefits enjoyed by members of the network. Further work is required to refine and develop how the platform is used, but early engagement has been very positive.
- e. **Develop a new website for Global Connections and Christian Vocations that will be easier for staff and members to use and interact with, and reduce support costs for the charity** – having invested considerable time into developing the outline proposal for the new website, and working through the initial planning and tendering stages of the process, progression on this objective was delayed as a result of unexpectedly high costs. After reviewing the budget, additional budgetary allowance was identified and confirmed, and a provider identified. Unfortunately, financial pressures associated with the pandemic, resulted in the provider going into liquidation so this objective will carry over into 2022.
- f. **Support members in their response to the Covid-19 pandemic through the provision of helpful events, information and resources** – the charity’s website continues to include a section offering advice and guidance on a range of issues linked to the pandemic and its impact on members, and the *Recruitment Matters* email and social media posts have done the same for those working in recruitment and HR. Events such as the Employment Law update, and Managing People through Change also aimed to help members adapt to the challenges associated with remote working, and support individuals through periods of uncertainty and change.
- g. **Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons** – at no point during 2021 were any conflicts of interest declared or considered, and the conduct of the Trustees, individually or collectively, has not been called into question.
- h. **Support the ongoing work of MAP in Northern Ireland by reviewing its strategy and expanding the network and promoting collaboration and partnership between members** – discussions commenced in the latter part of 2021 concerning the review of MAP’s strategy which is due for renewal in September 2022. This work is being led by the MAP Coordinator with support from the MAP Executive and the executive management of Global Connections. Engagement across and between the MAP and Global Connections networks continues to benefit from the improved connectivity resulting from greater utilisation of digital meeting platforms such as Zoom.
- i. **Identify and share standards, guidelines and codes of practice that support and enable members to operate and ‘do mission’ more effectively and efficiently** –

completion and sharing of the Global Connections Safeguarding Guidelines in November 2021 was the result of many hours spent working in partnership with individuals from member agencies within the network. It is hoped that these guidelines will help members to ensure their practice in relation to safeguarding is of the highest standard. In addition to this, the charity's Finance Advisory Committee (FAC) and Board of Trustees have identified a small number of operational policies developed by the staff team that they believe should be shared with the wider network. Work to prepare these policies for sharing is ongoing.

- j. **Establish a new IT infrastructure** – a continuation of the work started in 2020 has culminated in IT infrastructure that is now fully cloud-based. This has enabled staff to work remotely without any impact on their ability to connect with colleagues and the wider network, and has facilitated more secure communications and file sharing between the staff team and the charity's governing bodies (i.e. FAC and the Board of Trustees). The plan going forwards will be to replace all 'static' IT equipment such as desktop PCs, with mobile alternatives.

1.6 Financial Review

1.6.1 Financial Results

Following significant reductions during 2020, income to the unrestricted (general) fund in 2021 from the three key income streams increased, resulting in a surplus of £80,622. Income from jobs advertising through Christian Vocations increased from £42,280 in 2020 to £70,904 in 2021, events related income increased from £12,920 in 2020 to £16,100 in 2021, and membership contributions increased from £152,258 in 2020 to £160,125 in 2021.

Although total income decreased by 8.3% from £326,403 in 2020 to £299,191 in 2021, this reduction was far less than expected. Total expenditure decreased by 33.2% from £326,964 in 2020 to £218,569 in 2021, primarily due to reductions in expenditure on staff salaries (and associated expenses) and activity related expenses.

The trustees express again their dependence on God and gratitude for His provision of sufficient funding. It is envisaged that the healthy financial reserves will now enable the charity to make meaningful progress on a number of projects requiring significant investment; for example, development of a new website.

Restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £101,080. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken.

The actual free reserves are £208,069, which is the equivalent of just under eight months expenditure.

1.6.3 Going concern

The Trustees regularly review the medium-term financial projections for the charitable company, and recognise the need to closely monitor and respond to budgetary fluctuations as and when required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the Board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. With a budgeted deficit of £31,057 for 2022, and a surplus of £2,898 in 2023, the charity does not forecast passing below its absolute free reserves limit of £48,950 for at least 12 months from the date of this report. Consequently, the Trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund and Kingdom Bank.

1.7 Future Plans and Activities

Following discussions with the Board of Trustees, Council and staff, the executive management team continue to progress the development of a detailed strategic plan. The central strategic focus of this plan remains the consideration of the future of mission and ensuring the charity's future financial viability. The main plans and activities of the charity in 2022 are a mix of short-term priorities and on-going delivery of the strategic objectives:

- a. Explore together with members, the future of mission in response to the Covid-19 pandemic and to engage, exchange and collaborate in more mutually creative and beneficial ways.
- b. Expand our "The Future of Mission" seminar series and develop a "Passion for Mission" podcast to provide thought leadership on issues related to mission in the UK and around the world.
- c. Making use of the role of an Intercultural Engagement Coordinator, to develop and strengthen relationships with Diaspora Christianity communities in around the country.
- d. Develop a new website for Global Connections and Christian Vocations that will be easier for staff and members to use and interact with, and reduce support costs for the charity.
- e. Further developing the Networking Hub as a virtual community centre where members of the network can gather to engage one another.
- f. Continue to refine operational systems and processes in order to reduce associated costs, improve effectiveness and efficiency of staff and ensure the safety and security of all data held under the charity's control.
- g. Complete the review of MAPs (Mission Action Partnership) strategy and continue to facilitate improved connection between the MAP and GC networks.
- h. Complete the review of GC Regional Groups strategy to strengthen their connection and alignment with GC's vision, ethos, and strategic priorities.
- i. Continue to develop an IT infrastructure that enables staff to work and connect safely and securely with colleagues and the wider network.
- j. Identify and share appropriate and relevant standards, guidelines and codes of practice that support and enable members to operate and 'do mission' more effectively and efficiently.

- k. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.

1.8 Responsibilities of The Trustees

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 25th May 2022 and signed on their behalf by:

Mr Alan Tower (Interim Chair):



Date: 30th May 2022

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

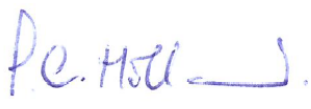
Independent examiner's statement

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

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

Signed: 

Name: Paul Holland, FCMA
Fellow of Chartered Institute of Management Accountants

Address: Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP
Date: 16th June 2022

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2021

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2021 Total £</i>	<i>2020 Total £</i>
Income from:					
Donations and legacies	3	33,318	1,050	34,368	82,317
Charitable activities	4	267,828	-3,156	264,672	243,528
Investments	5	150	0	150	558
Total income		301,297	-2,106	299,191	326,403
Expenditure on:					
Raising funds		4,914	0	4,914	7,687
Charitable activities		213,235	420	213,655	319,277
Total expenditure	6	218,149	420	218,569	326,964
Net income/(expenditure)	7	83,148	-2,526	80,622	-561
Transfers between funds		0	0	0	0
Net movement in funds		83,148	-2,526	80,622	-561
Reconciliation of funds:					
Total funds brought forward		124,921	14,572	139,493	140,054
Total funds carried forward		208,069	12,046	220,115	139,493

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2020 are show in Note 2.

The notes on pages 19 to 27 form part of these financial statements.

3.2. Balance Sheet (As At 31 December 2021)

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2021 Total £</i>	<i>2020 Total £</i>
FIXED ASSETS					
Tangible assets	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	12,688		12,688	12,605
Cash at bank and in hand		205,958	12,046	218,004	149,227
		<u>218,646</u>	<u>12,046</u>	<u>230,692</u>	<u>161,832</u>
Creditors:					
Amounts falling due within one year	12	-10,577		-10,577	22,339
NET CURRENT ASSETS		<u>208,069</u>	<u>12,046</u>	<u>220,115</u>	<u>139,493</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>208,069</u>	<u>12,046</u>	<u>220,115</u>	<u>139,493</u>
Represented by:					
UNRESTRICTED FUNDS	15				
General funds				208,069	120,720
Designated funds				-	4,201
				<u>208,069</u>	<u>124,921</u>
RESTRICTED FUNDS	16			12,046	14,572
TOTAL FUNDS				<u>220,115</u>	<u>139,493</u>

The notes on pages 19 to 27 form part of these financial statements.

Approved by the Board on 25th May 2022 and signed on their behalf by:

Mr Alan Tower (Interim Chair): 

Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2021

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102. As a consequence of the Trustees assessment reported in paragraph 1.6.3 of the Trustee Report, these accounts have been prepared on a Going Concern basis.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

Unrestricted general funds – These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

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

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) **Donated services and facilities**

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis.

(l) **Fundraising and publicity expenditure**

This comprises all expenditure relating to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2020**

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2020 Total £</i>
Income from:				
Donations and legacies	3	72,867	9,450	82,317
Charitable activities	4	239,026	4,502	243,528
Investments	5	558	-	558
Total income		312,451	13,952	326,403
Expenditure on:				
Raising funds		-7,687	-	-7,687
Charitable activities		-306,739	-12,538	-319,277
Total expenditure	6	-314,426	-12,538	-326,964
Net income/(expenditure)	7	-1,975	1,414	-561
Transfers between funds		-	-	-
Net movement in funds		-1,975	1,414	-561
Reconciliation of funds:				
Total funds brought forward		126,896	13,158	140,054
Total funds carried forward		124,921	14,572	139,493

3 **DONATIONS**

	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>2021 Total £</i>
General Donations	16,662	1,050	17,712
Legacies	2,000		2,000
Trusts and Grants	14,656		14,656
	33,318	1,050	34,368

Comparative figures for 2020:

	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>2020 Total £</i>
General Donations	17,331	9,450	26,781
Legacies	7,485		7,485
Trusts and Grants	14,000		14,000
Government Grants	34,051		34,051
	72,867	9,450	82,317

4 **INCOME FROM CHARITABLE ACTIVITIES**

	<i>Unrestricted</i>	<i>Restricted</i>	2021
	£	£	Total
			£
Conferences and Events	19,780	-3,436	16,344
Contributions from Members	160,125	280	160,405
Direct Charitable sales	71,610		71,610
Affinity schemes & miscellaneous trading	16,313		16,313
	267,828	-3,156	264,672

Comparative figures for 2020:

	<i>Unrestricted</i>	<i>Restricted</i>	2020
	£	£	Total
			£
Conferences and Events	14,162		14,162
Contributions from Members	152,258	4,502	156,760
Direct Charitable sales	59,832		59,832
Affinity schemes & miscellaneous trading	12,773		12,773
	239,026	4,502	243,528

*Restricted 'Conferences and Events' is negative because of a refund of £3436 made to four supporting members for the GOfest2020 which did not go ahead.

5 **INVESTMENT INCOME**

	<i>Unrestricted</i>	<i>Restricted</i>	2021
	£	£	Total
			£
Interest received on cash balances	150	-	150
Comparative figures for 2020			
	<i>Unrestricted</i>	<i>Restricted</i>	2020
	£	£	Total
			£
	558	-	558

6 **TOTAL EXPENDITURE**

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2021 Total
	£	£	£	£
Staff costs	3,731	141,039	4,477	149,247
Outsourced contractors	134	5,078	161	5,373
Office property, administration, staff travel	1,048	39,623	1,258	41,929
Promotions and resources	-	1,264	-	1,264
Conference and events	-	17,611	-	17,611
Examination of accounts	-	-	800	800
Miscellaneous expenses	-	1,078	1,266	2,344
	4,914	205,692	7,963	218,569

	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2020 Total
	£	£	£	£
Comparative figures for 2020				
Staff costs (inc training)	6,622	250,293	7,946	264,861
Outsourced contractors	156	5,895	187	6,238
Office property, administration, travel	910	34,383	1,092	36,385
Promotions and resources	-	5,383	-	5,383
Conference and events	-	10,592	-	10,592
Accounts examination	-	-	800	800
Miscellaneous expenses	-	2,525	182	2,707
	7,687	309,070	10,207	326,964

7 **NET MOVEMENT IN FUNDS**

	2021	2020
	£	£
This is stated after charging:		
Lease of property	7,822	11,513
Lease of office equipment	2,691	2,639
Examiner's fee	800	800

8 TRUSTEE AND EMPLOYEE INFORMATION

a) Employee information

	2021	2020
The average number of staff employed during the year was:	8	10
The average number of full-time equivalent staff was:	5	8
Staff emoluments	£	£
Salaries	129,042	228,919
Social security	6,553	13,866
Pension and life assurance costs	13,653	22,075
Training	335	71
	149,583	264,931

Employee benefits to key management personnel for the year totalled £61,323 (2020: £97,840).

There were no employees with emoluments above £60,000 in either the current or previous year.

b) Trustee information

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2020).

Expenses of £144 for travel were reimbursed to two trustees during the year (£124 to two trustees in 2020).

9 PENSION SCHEME ARRANGEMENTS

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £13,207 (2020: £21,500).

10 TANGIBLE ASSETS

<i>Fixed assets held for use by the charity</i>	<i>Computer</i>	<i>Office equipment</i>	<i>Total 2021</i>	<i>Total 2020</i>
Cost				
At 1 st January 2021	10,052	1,175	11,227	11,227
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31st December 2021	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2021	10,052	1,175	11,227	11,227
Charge for the year	-	-	-	-
Released on disposal	-	-	-	-
As at 31st December 2021	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2021	-	-	-	-
As at 31 st December 2020	-	-	-	-

11 **DEBTORS AND PREPAYMENTS**

	2021	2020
		£
Taxation: VAT recoverable		
Debtors	10,064	9,953
Prepayments	2,660	2,652
	12,724	12,605

12 **CREDITORS**

	2021	2020
	£	£
Taxation and social security	2,617	1,967
Deferred income	-	355
Accrued expenses	7,183	6,099
Accrued holiday pay	777	2,428
Cancelled Events	-	11,489
	10,577	22,339

13 **COMMITMENTS**

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2021	2020
	Total	Total
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	9,350	3,274
Other operating leases	2,810	1,862
<i>Within two to five years:</i>		
Land & buildings		-
Other operating leases		-

14 **RELATED PARTY TRANSACTIONS**

There were no individual related party transactions during the year which require disclosure (£2,556 in 2020). Aggregate donations in the year without condition from trustees and key management personnel totalled zero.

15 **UNRESTRICTED FUNDS**

	<i>Balance at 1st Jan 2021</i>	<i>Movement in funds</i>			<i>Balance at 31st Dec 2021</i>
		<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
General Fund	120,720	301,297	-210,268	-3,680	208,069
Re-konnect camps	4,201	-	-7,881	3,680	-
	124,921	301,297	-218,149	-	208,069

Re-Konnect Camps: the transfer of rekonnect to The Sheiling Trust was completed in February 2021. There was no rekonnect activity under the name of Global Connections in 2021.

Comparative figures for 2020:

	<i>Balance at 1st Jan 2020</i>	<i>Movement in funds</i>			<i>Balance at 31st Dec 2020</i>
		<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
General Fund	122,840	309,742	-311,863	-	120,720
Re-Konnect Camps (Designated)	4,056	2,708	-2,563	-	4,201
	126,896	312,451	-314,426	-	124,921

16 **RESTRICTED FUNDS**

	<i>Balance at 1st January 2021</i>	<i>Movement in funds</i>			<i>Balance at 31st Dec 2021</i>
		<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
CRIB	809	348	-150	-	1,007
GC Staff Support	-	220	-220	-	-
Lausanne General	3,363	481	-	-	3,845
Network Events	4,762	-3,436	-	-	1,326
Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,490
Regional Reps	815	280	-50	-	1,045
Total Restricted Funds	14,572	-2,106	-420	-	12,046

The Funds are maintained for the following purposes:

CRIB: CRIB is a network and events for Christians involved in mission to Muslims in Britain. This fund represents the income and expenditure involved in the running of events by the CRIB network.

GC Staff Support: Donations received for funding salaries of specific members of GC staff. The balance of salaries is funded by unrestricted funds.

MAP: Grants and donations received for the work of MAP in N Ireland

Lausanne General: Donations received for the work of Lausanne Committee for World

Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

General note: Network Events Income is negative due to a refund of £3436 made to four supporting members for the GOfest2020 which did not go ahead

Comparative 2020 movements

	<i>Balance</i>	<i>Movement in funds</i>			<i>Balance</i>
	<i>at 1st</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>at 31st</i>
	<i>January</i>				<i>Dec</i>
	<i>2020</i>				<i>2020</i>
	£	£	£	£	£
CRIB	534	275	-	-	809
GC Staff Support	-	8,965	8,965	-	-
MAP - restricted grants & donations	-	-	-	-	-
Lausanne General	3,153	210	-	-	3,363
Network Events	4,053	4,282	3,573	-	4,762
Staff Ministry	334	-	-	-	334
H4M (Hope for Muslims)	4,489	-	-	-	4,490
Regional Reps	595	220	-	-	815
Total Restricted Funds	13,158	13,952	12,538	-	14,572

EVANGELICAL MISSION ASSOCIATION

England & Wales - Charity number 1081966

Accounts



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2020**

CONTENTS

1. Report of The Trustees	3
1.1 Reference and Administrative Details	3
1.2 Structure, Governance & Management	4
1.3 Our Aims, Objectives and Activities.....	5
1.4 Summary of Main Activities and Performance by Strategic Objective in 2020	7
1.5 Summary of Achievements and Performance against Operational Plans in 2020	10
1.6 Financial Review.....	12
1.7 Future Plans and Activities.....	13
1.8 Responsibilities of The Trustees	14
2. Independent Examiner’s Report to The Evangelical Mission Association (“Global Connections”)	16
3. Financial Statements	17
3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2020.....	17
3.2. Balance Sheet (As At 31 December 2020).....	18
3.3. Notes To The Financial Statements For The Year Ending 31 December 2020	19

1. Report of The Trustees

The Trustees have pleasure in presenting their report and accounts for the year ended 31st December 2020.

1.1 Reference and Administrative Details

Legal Registration

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. It operates under the trading name of Global Connections (GC). The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and has a sub-network in Northern Ireland called the Mission Action Partnership (MAP).

Board of Trustees (also Company Directors)

The following individuals have served as Trustees during the year and to the date of this report:

Mr Andy Dipper	Dr Peter Rowan
Mr Alan Tower	Mr Gary Sloan
Ms Deborah Kong (Treasurer)	Ms Ruth Whitaker
Ms Jenny Brown	Mrs Laura Treneer
Mrs Caroline Millar	Mr Eddie Arthur (from Oct 2020)
Trustee XX – Trustee with Dispensation	

Council

The following individuals, together with the Trustees, served as Council members during 2020:

Abi Willetts	Gordon Darragh	Mark Pickett
Andrew Hill	Gordon Scoble	Michael Prest
Brian Wakelin	Gordon Temple	Natasha Rayan
Cindy Crossley	Harvey Kwiyani	Paul Bailie
Claire Franks	Henry Lu	Paul Cooke
Connie Yu	Iván Neira	Peter Brierley
Dan Yarnell	James Poole	Peter Cockrell
David Baldwin	John McLernon	Peter Oyugi
David Cook	Jonathan Halsey	Ray Porter
Derek Copley	Kevin Wren	Robert Scott
Edward Issitt	Leigh Goodwin	Siew H Ong
Evan Winter	Lesley Cheesman	Steve Smith
Girma Bishaw	Louisa Evans	

Company Secretary during 2020

Mr Andy Law

Officers

Honorary President: Rev Stanley Davies
Chairman of Board: Mr Andy Dipper
Hon Treasurer: Ms Deborah Kong

Team Leader in 2020

Mr Andy Law

Chief Executive Officer

John Baxter-Brown (left October 2020)

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. Kingdom Bank, Ruddington Fields Business Park, Mere Way, RUDDINGTON NG11 6JS

1.2 Structure, Governance & Management

1.2.1 Constitution of the Charity and Status

The Evangelical Mission Association (EMA) is an incorporated charity limited by guarantee, not having share capital. It is registered in England and Wales with company number 3886596 and as a charity with charity number 1081966. The company is governed by revised Articles of Association which were adopted on 30th November 2011. It operates under the trading name of Global Connections (GC). It is referred to by this name throughout the report. The charity also uses Christian Vocations (CV) as a trading name for its vocational activities and the Northern Ireland Office is now called Mission Action Partnership (MAP). The Directors of the company are the trustees for the purposes of the Charities Act. The charity is registered with HMRC, reference XN77672.

The voting membership of the charity is its Council with elections taking place at company meetings following a nomination process agreed by the Council. The Council is representative of the network with the proportions agreed by the Council. The network has a number of non-voting categories which includes network members, network associates and individual associates. The basis for the different categories of the network is set out in the Articles of Association. The Council which served during 2020 is listed on page 1. The term of office is three years and each Council member is eligible to serve for three terms. The Council's role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. The Council elects the Board of Trustees in accordance with the Articles of Association. The Council met twice during 2020.

1.2.2 The Board

The Board of Trustees, who held office during 2020, are listed on page 1. For the duration of 2020 there were nine Trustees until the AGM in October 2020 when two more were elected to the Board. For the period May 2020 to October 2020 (at the AGM) there were two co-opts to the Board of Trustees both of whom were fully elected at the AGM. All Trustees have received the Charity Commission's publications 'The Essential Trustee', 'Charities and Fund-raising' and 'Risk Framework'. The term of office is three years and each Trustee is eligible to serve for three terms.

None of the Trustees had any financial interest in any transaction or arrangement with the Charity (other than as a Trustee for the charity or as a donor to the charity or as a staff member of a network member) during the period covered by this report. No Trustee receives any form of remuneration, other than the reimbursement of expenses. Any such expenses are listed in the notes to the Financial Statements.

1.2.3 Board meetings and organisation of the charity

The operations of the charity are conducted in accordance with the Articles of Association. All the Trustees are active in the running of the charity and there is a clear set of roles and responsibilities for Trustees and staff. The Trustees met eight times during the year, as well as participating in Council meetings and other network events. The Board are supported by an advisory committee on finance (including monitoring the pension and affinity schemes).

The Trustees approve and monitor the charity's strategic objectives and retain oversight on the allocation of funding for activities, which are approved within the limits of its financial resources. Legal advice is sought when necessary.

A register of Trustees' interests is held to ensure that there are no conflicts of interest. This is updated annually. Related party issues are fully declared in the financial statements. The Trustees abide by a clear conflict of interests policy which states that any Trustee with a potential conflict of interest is asked to leave the room and takes no part in the debate or decision. The trustees have reviewed and state that there is no Person of Significant Control.

1.2.4 Risk Management

Risks to the continued operation of the charity are monitored and formally reviewed by the Trustees at their meetings. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks to ensure that all appropriate mitigations are in place. The Trustees are satisfied that adequate contingency plans, appropriate to an organisation of its size, are in place to reduce the consequences of such risks. The charity maintains a register of the principal identified risks and this is maintained as a working document. Internal risks are minimised by the implementation of control procedures. External risks are minimised by regular monitoring of the external environment covering charity regulation and world mission issues.

1.3 Our Aims, Objectives and Activities

Our Purpose

Our charity's purpose is to maintain, advance and promote the Christian faith throughout the world by such means as the Trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of the network members and the UK church in relation to world mission activities, and by the provision of resources that bring benefit and help support their missional activities.

Our Aims and Objectives

Although our aims and objectives will remain generally consistent from one year to the next, the means by which these are achieved (i.e. our activities) are reviewed each year. This review process considers what has been achieved in the last 12 months, what benefits have been realised for our members and what lessons can be learned. The review process also helps us ensure our aim, objectives and activities remained focused on our stated purposes.

The focus of our work and activities

The focus of our work continues to be the growth and development of a network of agencies, churches and individuals dedicated to growing God's Kingdom through mission. Following a review of our strategy in 2019, the charity's strapline and mission statement were revised, and a new vision statement developed.

Strapline: *The UK network for world mission.*

Mission Statement: *Working and learning together to equip, challenge and inspire UK*

Christians for cross cultural mission.

Vision Statement: *'To see Christians, churches and agencies connected for God's Mission.'*

The review also resulted in the creation of six key objectives to replace the seven previously used. In recognition of the changes made within the charity during 2020 (outlined in section 1.5), these keywords were also reviewed towards the end of 2020 to ensure they accurately described the charity's focus, intention and activity going forward. The new objectives are:

Previous keywords and objectives	NEW keywords and objectives
Engage – Promote greater understanding of global mission issues and trends relating to strategy, theology and practice.	Explore – exploring the future of mission
Exchange – Develop and nurture a thriving community of mutual learning and shared experience.	Learn – learning together as a network
Collaborate – Build relationships, develop partnerships and explore together the future direction of mission at global and local levels.	Connect – Building relationships, developing partnerships and connecting with other members
Release – Support Christians to find their vocation in life.	Inspire - inspiring UK Christians to explore opportunities in Christian ministry and service, locally and globally
Equip – Resource and signpost UK churches and mission agencies on a range of operational matters.	No change
Model – Be an exemplar of best practice within all areas of the organisation.	No change

The Trustees believe that these new keywords clarify the charity's objectives and do not represent any fundamental change to the purpose or work of Global Connections, Christian Vocations or MAP.

In completing this review, we have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In accordance with this guidance, the Trustees considered how planned activities will contribute to the agreed aims and objectives.

Who are our charity's beneficiaries?

As a network organisation, the Trustees consider that the main beneficiaries are organisations and churches involved in mission activities (cross-culturally in the UK and around the world).

The charity aims to deliver events and resources to the network members and more widely, that will assist them in their mission of spreading and demonstrating the Christian message. Non-network members can attend events and use resources where available. The Trustees consider that the public is well served by strengthening and improving the practice of its

members and the UK church in relation to mission activities in the UK and overseas, and by the provision of high-quality resources that bring wider public benefit.

1.4 Summary of Main Activities and Performance by Strategic Objective in 2020

The following points will look at specific work carried out against each of the organisational objectives in each strategy area, and will highlight their impact on the network of mission organisations that we represent. As the keywords used to describe the objectives were reviewed at the end of 2020, the following points will be structured on Engage, Exchange, Collaborate, Release, Equip and Model.

1.4.1 ENGAGE - Promote greater understanding of global mission issues and trends relating to strategy, theology, and practice.

- a) There was significant engagement with the network through written media, signposting to helpful resources, and virtual events over the course of the year to support members in responding to the challenges and pressures resulting from the Covid-19 pandemic.
- b) An updated and redesigned Network News bulletin is sent out to all members via monthly emails. This continues to highlight key information for members to be aware of.
- c) Global Connections continues to seek to challenge the traditional, potentially outdated, view of mission. The intention is to create an opportunity for the church in the Majority World to be heard and valued. The Global Connections strategy seeks to facilitate this change by engaging members in the discussion.
- d) The 'Mission Beyond Covid-19' event took place remotely in July 2020. This comprised three webinars aimed to help CEOs, Executive Teams and Board members examine together the potential missional consequences of Covid-19 for mission mobilisation, mission sending and mission field realities. It looked at the lessons to be learned at such a challenging time, and how the mission community might respond together to reshape mission from the UK.
- e) Following a review of the organisation's strategic priorities, the decision was taken to increase the focus and activity in the area of Diaspora ministries. In addition to the creation of a Diaspora Ministries Coordinator role on the staff team, a new Catalyst for Diaspora Ministries post commenced on a secondment arrangement. This decision demonstrates a commitment to explore how Global Connections should be bringing churches and agencies together in new ways in this era of global migration and the diasporas resulting from it.

1.4.2 EXCHANGE - Develop and nurture a thriving community of mutual learning and shared experience.

The Trustees continue to believe that one of the main ways Global Connections can bring maximum influence throughout the network is by organising forum meetings and events in both informal and formal settings so that members can learn and benefit from each other's experiences and skills. Most are planned by a steering group drawn from the network and programmes reflect the needs expressed by the network. A few highlights during the year included:

- a) During a time of such uncertainty and upheaval, we ran our 'Finding God in Disturbing Times' online event to help engage with mission agencies and their partners dealing with or facing a sudden or premature return from the mission field.
- b) The reconnect kids camp that has run so successfully in past years was unable to go ahead as planned. But thanks to the commitment and dedication of the reconnect leaders and volunteers, the camp for younger children aged 6-12 years old took place remotely and was attended by 18 children. As in previous years, this camp helps the kids to process their transition back to the UK in a safe, fun environment. Interacting with other kids who have had the same experience, and trusted adults who understand TCKs, allows them to understand they are not alone, and helps them to develop the skills to adjust to life in the UK.
- c) Like the reconnect kids camp, the reconnect teens event took place remotely and was attended by nine teenagers. The camp provided the teenagers with life-skills equipping them to integrate back into the UK. It was also a chance for them to connect with other teens who are on the same journey and therefore provide a support network for each other in future months and years.
- d) In May and June, we ran two events on family debriefing. The first event looked at the reasons behind family debriefing as well as the benefits and challenges, and gave participants the opportunity to practise some of the tools for working with one family unit or with a number of families together on a retreat. The session also explored whether those who are passionate about this could partner together to trial an interagency Family Debriefing weekend in the UK. The second event was organised in response to those feeling uncertain about how to adapt their Family Debrief opportunities remotely in the current situation, and covered topics such as security, confidentiality, safety and ethics, as well as exploring some 'how to' scenarios.
- e) We ran two employment law related webinars in April and September. The April event was arranged in response to the array of challenges being faced by members resulting from the Coronavirus pandemic and addressed the specific employment law implications of Covid-19. The September event focussed on many of the key topics relating to employment law that churches and other Christian organisations may find themselves facing now and in the future. Both sessions were well attended and received very positive feedback.
- f) The Navigating Visas in 2021 event which ran in November equipped delegates with the insight and knowledge required to address the visa related changes in 2021. The session covered the implications for European missionaries post-Brexit, the impact of Coronavirus and recent & future rule changes.

1.4.3 COLLABORATE - Build relationships, develop partnerships and explore together the future direction of mission at global and local levels.

- a) Global Connections engaged with various member organisations in promoting and/or running several events during 2020.
- b) Restrictions imposed on travel and physical gatherings during the year saw a change to normal working practice for the CEO, but he continued to meet with members remotely throughout the year, exploring with them the issues they were facing and

how GC or the broader network could support them.

- c) The development of the new Catalyst for Diaspora Ministries post in partnership with a member agency supported the continued working towards the development of a Council for Diaspora Ministries. This signifies a clear intention to further explore and enhance the engagement with Christian diaspora communities, indigenous churches and Christian organisations.

1.4.4 RELEASE - Support Christians to find their vocation in life.

Christian Vocations (CV) is a ministry of Global Connections and this continues to be an alternative trading name for vocational activities. The main activities included:

- a) The cancellation of many national events as physical gatherings meant it was not possible to attend events such as Spring Harvest and the Keswick Convention. However, GC continued to support these events by providing digital resources to help the Christian public explore how they could engage with mission.
- b) During 2020, 366 UK job vacancies were posted through the Christian Vocations website (including UK voluntary opportunities).
- c) Income from UK job vacancies for 2020 was £42,000 a decrease of 51.5% compared to £87,000 in 2019.
- d) The monthly average for webpage views of the UK jobs section for 2020 was 16,818 (201,811 views for the year.) This represents a reduction of approximately 43% on 2019.
- e) In addition to a growing presence on all social media channels - Facebook (1697 followers), Twitter (1838 followers), Instagram (840 followers) and LinkedIn (179 followers) - CV has greatly improved the quality of the posts being shared with support from the Marketing and Comms Manager.
- f) There has been a further increase in the number of people signing up for UK job alerts (now over 3,500).
- g) CV staff attended the virtual UCCF New Year Training Conference to run a session for over 16 Relay Workers on working in the Christian sector.
- h) CV staff responded to the Covid-19 pandemic with resources for both jobseekers and employers, by adding sections to the website relevant to the changing situation – job loss and redundancy, working remotely, recruiting remotely, and additions to the careers advice and employment law webpages, for instance.

1.4.5 EQUIP - Resource and signpost UK churches and mission agencies on a range of operational matters.

- a) Many members continued to access discounted travel and medical insurance schemes from Banner, Marsh Commercial (previously Jelf) and Talent Trust Consultants. Global Connections continues to work with Banner and Talent Trust Consultants to support members of the network to comply with the relevant standards and access quality insurance products.

- b) The provision of pension schemes for the network remained a key resource. The auto enrolment (AE) compliant group pension scheme operated by Scottish Widows and an international savings plan for people working outside the UK operated by Zurich International continue to be widely used. Both schemes continue to perform above the industry benchmarks and provide members with the significant benefits of being part of a larger group plan.
- c) During the course of 2020, Global Connections continued to monitor and respond to changes in regulation, principally in relation to Brexit and employment law. We also continue to make available to our members a range of resources and guidance documents in several different areas, including Package Travel and ATOL regulations and GDPR. Members are kept up to date with such changes through the website, events and/or regular communications via email.
- d) Through a range of events, website updates and email correspondence, Global Connections continues to communicate developments in several areas that are relevant to members and the work they do. These include Member Care, best practice in Short Term Mission, Safeguarding Children, Third Culture Kids (TCK) and how and when missionaries serving overseas can access the NHS.
- e) Through our relationship with the Christian Supply Chain, members of Global Connections can continue to access a range of products and services from carefully selected suppliers at improved pricing and discounts due to the leverage of the buying power across Christian organisations.

1.4.6 MODEL - Be an exemplar of best practice within all areas of the organisation.

- a) During 2020 all regulatory reports and returns were filed within set deadlines.
- b) The Board continues to review all of the organisational policies to ensure that they remain up to date in areas such as safeguarding, investments, HR, reserves, handling complaints, anti-bribery and whistleblowing.
- c) Having set a General Fund budget with a deficit of £20,650 a review of working practices and skill mixing of vacancies enabled Global Connections to reduce the overall staffing establishment and end the year with a general fund deficit of only £2,120.
- d) During 2020, the need to work remotely prompted a significant shift in the way the team worked and the supporting IT infrastructure. The marked increase in the use of cloud-based solutions has helped improve general working efficiency, data security, enhanced GDPR compliance and reduced future expenditure on physical IT hardware.
- e) The impact of the Coronavirus pandemic on Global Connections was significant. In responding so quickly and decisively to the financial forecasts and anticipated pressures, the organisation modelled high standards of practice and accountability.

1.5 Summary of Achievements and Performance against Operational Plans in 2020

The Trustees are committed to improving the charity's practice and ensuring that it delivers public benefit by supporting the activities of the members of the network. The strategy sets out clear indicators for monitoring how activities impact the stated aims and this is evaluated by management and reported at each Board meeting.

The principal achievements in 2020 centred on the charity's response to the Coronavirus pandemic, which the Trustees deem still to be consistent with the aims and objectives of the organisation. It is acknowledged that a number of these achievements concern the operational functioning of the charity. However, it is believed that all of the following will help create a more stable foundation on which the charity can build in the years to come, thereby creating greater benefit to those it aims to serve:

1.5.1 Ensuring the charity's financial security and viability

As will be detailed in section 1.6, the charity started 2020 forecasting an annual deficit of £20,650. However, the pandemic declared at the start of 2020 and the resulting national lockdown had a significant impact on the charity's key income streams. Commencement of social distancing regulations meant it was not possible to hold physical gatherings and uncertainty concerning future employment resulted in a dramatic reduction in UK jobs advertising through Christian Vocations. In addition, some of the members yet to pay their annual membership contribution understandably took the decision to 'watch and wait'. Based on early revisions of the year-end forecast it was clear that a full and comprehensive assessment of its status as a Going Concern was necessary.

Based on the early financial assessments, the Board of Trustees, with the support of the Executive Management, concluded that significant changes must be made to the charity's business model and financial expenditure to protect future financial security and viability. As a result, the decision was taken to make three substantive posts redundant and two fixed term posts were not renewed. Revisions to existing hours and offers of alternative employment meant that only one member of the team was ultimately made redundant.

Having confirmed the future business model and revisions to the staff team, the Trustees completed a thorough assessment of the charity's status as a Going Concern. The outcome of the assessment was a declaration by the Trustees that the charity remained a Going Concern at the end of July 2020.

Over the remaining five months of the year, the staff team worked to the revised business model and were gradually able to increase the level of activity against its objectives. Thanks to income from UK jobs and membership contributions that outperformed the revised budget figures, and the government's Job Retention Scheme grants, together with a marked reduction in expenditure, the charity delivered a deficit of only £561 in the year.

1.5.2 Reviewing the strategic focus and direction

To ensure the remaining staff held a clear understanding of the charity's core functions and activities, they carried out a review of the strategic development programme started the previous year (2019). One of the key objectives to this review being to identify the functions and activities most valued by the charity's members and consider if and how they could be retained.

This extensive piece of work resulted in key decisions being made concerning which activities to retain and develop, which to modify or transfer to an alternative provider and which to stop. Thanks to the commitment of the staff team, it was determined that most of the activities could be retained. Regrettably, it was also confirmed that a small number of activities could no longer be supported directly by the staff team. This included having a physical presence at national Christian exhibitions, direct involvement in GOfest and several of the charity's forums.

During the latter part of the year, the staff team worked with key partners and stakeholders to draft and deliver a number of changes to existing agreements and arrangements. The

most significant of these being the transfer of 'reconnect' to The Sheiling Trust to protect the future delivery of the reconnect TCK camps.

1.5.3 Responding to the operational demands and challenges

The charity sector as a whole, came under significant pressure during 2020. Throughout the year, it remained a key objective of the charity to support its members through what proved to be very challenging times.

In the early days of the pandemic this support focused on helping members deal with a wide range of employment law issues. Significant time and effort was also invested into developing a resource hub on the website specifically aimed at providing members with an even wider range of information and resources to help them respond to the crisis.

Throughout the year, the staff team listened to the members and did their utmost to respond to their needs. As a result, the team delivered several webinars and virtual events on the following topics:

- Remote family debriefing
- Leading well in difficult times
- Employment Law implications of Covid-19
- Mission Beyond Covid-19
- Navigating Visas in 2021
- Supporting the community of those involved in Short Term Mission

While the ability to meet in person was a significant loss to many in 2020, the expanded use of online learning created some significant opportunity and benefits. Virtual meetings using Zoom or Microsoft Teams enabled people who would otherwise have been excluded to engage with the wider network. This engagement of people from every continent across the globe (with the exception of Antarctica) brought new meaning to Global Connections.

The departure of the Chief Executive Officer in October 2020 also created a number of challenges for the remaining staff team. However, the Board of Trustees have supported the staff in continuing to fulfil the charity's objectives and are working with external specialists to recruit a replacement.

Given the benefits that have been realised during 2020, the charity has committed to continue looking at how this broader inclusion can be retained for the benefit of all its members in the future.

1.6 Financial Review

1.6.1 Financial Results

Total income decreased by 20% from £407,337 to £326,403 although this reduction was mitigated in part through use of the government's Job Retention Scheme. Total expenditure decreased by 25% from £437,480 to £326,963 in 2020.

The overall 2020 result was a deficit of £561. The continuing operations of the unrestricted (general) fund have been sustained in previous years by the encouraging level of income from jobs advertising and event related income. However, the situation changed in 2020 as a result of the pandemic, resulting in a significant reduction in income from both of these sources. Income from jobs advertising through Christian Vocations was down by £49,050 (53%) less than budget and event related income was £19,250 (60%) less than budget.

The trustees express again their dependence on God and gratitude for His provision of

sufficient funding until now.

Restricted funds activity continues to centre on various mission promotion events organised by the cooperation of member agencies in the GC network and facilitated financially by the GC staff team.

1.6.2 Free Reserves Policy

Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. This reserve is a means of protecting the organisation against uncertainty over future income or potential emergency expenditure.

The current Board policy is to hold an upper free reserve limit at or above 2.5 months' expenditure, plus an amount to cover the cost of closure, the total of which currently equates to £101,000. This is referred to as the 'Early Warning' Reserve limit. This signifies the point at which the Board must consider the steps to be taken to prevent further depletion of the reserves, and covers the charity's minimum contractual liabilities and standard operating costs, whilst providing a buffer for unexpected expenditure or loss of income. In addition to this, it is the Board's policy to recognise the lower 'Absolute Free Reserve Limit' which signifies the point at which a decision to continue trading must be taken.

1.6.3 Going concern

The Trustees regularly review the medium-term financial projections for the charitable company, particularly now following a period of transition of executive leadership and during a pandemic. The Trustees recognise the present challenges and continue to closely monitor and respond as required. Although it is recognised that there continue to be some risks that are beyond the charity's control, it is the Board's view that appropriate mitigations are in place and will be monitored on a quarterly basis, or more frequently if appropriate. The charity does not forecast passing below its absolute free reserves limit of £49,000 for at least 12 months from the date of this report. Consequently, the Trustees are satisfied that the company is in adequate financial health and the going concern basis is appropriate for their accounting.

1.6.4 Investment Policy

The Board's policy is to retain surplus liquid funds in interest bearing accounts, generally up to £85,000 per banking institution, currently using the Santander Deposit Fund and Kingdom Bank.

1.7 Future Plans and Activities

Following discussions with the Board of Trustees, Council and staff, the executive leadership team continue to progress the development of a detailed strategic plan although the focus of the charity's future plans has been reviewed and updated as a result of the Covid-19 crisis which started in early 2020. The central strategic focus remains the consideration of the future of mission and increasing the income of the organisation to such a level as to protect its future viability. The main plans and activities of the charity in 2021 are a mix of short-term imperatives and on-going delivery of the strategic objectives:

- a. Continue to review and refine the charity's operations and management in line with legal and financial advice, and reduced income levels, whilst maintaining the integrity and charitable commitments of Global Connections.
- b. Explore together with members, the future of mission in response to the Covid-19 pandemic and to engage, exchange and collaborate in more mutually creative and beneficial ways.
- c. Consolidate the new staff team and recruit to the existing CEO vacancy.

- d. Develop the new 'Networking Hub' as a digital space for members of the network to engage directly with one another, share learning and resource to the mutual benefit of all.
- e. Develop a new website for Global Connections and Christian Vocations that will be easier for staff and members to use and interact with, and reduce support costs for the charity.
- f. Support members in their response to the Covid-19 pandemic through the provision of helpful events, information and resources.
- g. Maintain appropriate systems to ensure and record that all Trustees are aware of and compliant with the HMRC guidance on Disqualification Rules for Charity Trustees and HM Revenues guidance on Fit & Proper persons.
- h. Support the ongoing work of MAP in Northern Ireland by reviewing its strategy and expanding the network and promoting collaboration and partnership between members.
- i. Identify and share standards, guidelines and codes of practice that support and enable members to operate and 'do mission' more effectively and efficiently.
- j. Establish a new IT infrastructure.

1.8 Responsibilities of The Trustees

The trustees (who are also the directors for the purposes of Company Law) are responsible for preparing the trustees' report and the financial statements in accordance with general applicable law and United Kingdom Accounting Standards (United Kingdom General Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section

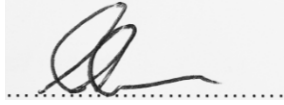
Company No: 3886596

EVANGELICAL MISSION ASSOCIATION
Report of the Trustees for the Period Ended 31 December 2020

476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirement of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the micro-entity provisions.

The Trustees' Report was approved by the Trustees on 13th May 2021 and signed on their behalf by:

Mr Andy Dipper (Chair):

A handwritten signature in black ink, appearing to be 'A. Dipper', is written over a light grey rectangular background. The signature is positioned above a horizontal dotted line.

Date: 14th June 2021

2. Independent Examiner's Report to The Evangelical Mission Association ("Global Connections")

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

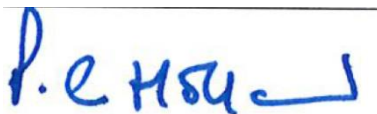
Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Chartered Institute of Management Accountants, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

Signed:



Name: Paul Holland, FCMA
Fellow of Chartered Institute of Management Accountants

Address: Bumble Cottage, Bailrigg Lane, Lancaster, LA1 4XP
Date: 29th June 2021

3. Financial Statements

3.1. Statement of Financial Activities (Including Income & Expenditure Account) – Year Ending 31 December 2020

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2020 Total £</i>	<i>2019 Total £</i>
Income from:					
Donations and legacies	3	72,867	9,450	82,317	46,735
Charitable activities	4	239,026	4,502	243,528	359,389
Investments	5	558	0	558	1,213
Total income		312,451	13,952	326,403	407,337
Expenditure on:					
Raising funds		7,687	0	7,687	8,447
Charitable activities		306,739	12,538	319,277	429,033
Total expenditure	6	314,426	12,538	326,964	437,480
Net income/(expenditure)	7	-1,975	1,414	-561	-30,143
Transfers between funds		0	0	0	0
Net movement in funds		-1,975	1,414	-561	-30,143
Reconciliation of funds:					
Total funds brought forward		126,896	13,158	140,054	170,197
Total funds carried forward		124,921	14,572	139,493	140,054

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Full comparative figures for 2019 are show in Note 2.

The notes on pages 19 to 27 form part of these financial statements.

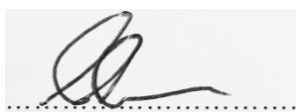
3.2. Balance Sheet (As At 31 December 2020)

	<i>Note</i>	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>2020 Total £</i>	<i>2019 Total £</i>
FIXED ASSETS					
Tangible assets	10	0	0	0	0
CURRENT ASSETS					
Stock		0	0	0	0
Debtors	11	12,605		12,605	24,065
Cash at bank and in hand		134,655	14,572	149,227	139,668
		147,260	14,572	161,832	163,733
Creditors:					
Amounts falling due within one year	12	22,339		22,339	23,679
					-
NET CURRENT ASSETS		124,921	14,572	139,493	140,054
TOTAL ASSETS LESS CURRENT LIABILITIES		124,921	14,572	139,493	140,054
Represented by:					
UNRESTRICTED FUNDS	15				
General funds				120,720	122,840
Designated funds				4,201	4,056
				124,921	126,896
RESTRICTED FUNDS	16			14,572	13,158
TOTAL FUNDS				139,493	140,054

The notes on pages 19 to 27 form part of these financial statements.

Approved by the Board on 13th May 2021 and signed on their behalf by:

Mr Andy Dipper (Chair):



Company limited by guarantee, Number 3886596

3.3. Notes To The Financial Statements For The Year Ending 31 December 2020

1 ACCOUNTING POLICIES

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting standard 102 (FRS102) and the Charities Act 2011. The particular accounting policies adopted are described below.

(a) Accounting convention

The financial statements have been prepared under the historical cost convention. The charity meets the definition of a public benefit entity under FRS 102. As a consequence of the Trustees assessment reported in paragraph 1.6.3 of the Trustee Report, these accounts have been prepared on a Going Concern basis.

(b) Depreciation

Depreciation is provided on tangible assets to write off their cost over their estimated useful lives at rates of 20% (furniture and equipment) and 33.3% (computers) on the straight line method, on a quarterly basis. Capitalisation threshold is £1,000 per separable item including irrecoverable VAT.

(c) Leasing

Costs in respect of operating leases are charged as lease payments are due.

(d) Stocks

Stock is included at the lower of cost or net realisable value.

(e) Fund accounting

Funds held by the charity are classified as one of:

Unrestricted general funds – These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds – These are funds set aside by the trustees out of unrestricted general funds for specific purposes or projects.

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

(f) Pension costs

Pension costs are charged in the period in which they are payable to the scheme.

(g) Irrecoverable VAT

Irrecoverable VAT is included in the cost of the expense to which it relates.

(h) Income

All income is accounted for on a receivable basis. Income received for an event to take place in a future accounting period, whether fees or donations, is deferred to that accounting period and is held at the yearend as a liability.

(i) Legacies

Legacy income is accounted for when receivable. Legacies are regarded as receivable when the charity is notified of its legal entitlement; the amount due is quantifiable; and its ultimate receipt by the charity is probable.

(j) **Donated services and facilities**

Donated services and facilities are recognised as income and expenditure of the charity. Seconded staff time is valued at the cost of that time to the seconding agency. Donated meeting facilities are valued at the normal charge made for those facilities.

(k) **Expenditure**

Liabilities to pay expenses are accounted for when payable. Expenditure is accounted for on an accruals basis.

(l) **Fundraising and publicity expenditure**

This comprises all expenditure relating to raising funds for the charity.

(m) **Cost of activities in furtherance of the charity's objects**

This comprises all expenditure directly related to the objects of the charity.

(n) **Governance costs**

This comprises expenditure relating to compliance with constitutional and statutory requirements and other costs, which cannot be treated as cost of activities in furtherance of the charity's objects.

(o) **Taxation**

The company is a registered charity and is exempt from taxation on its charitable activities.

2 **STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES FOR 2019**

		<i>Unrestricted</i>	<i>Restricted</i>	<i>2019</i>
		<i>Funds</i>	<i>Funds</i>	<i>Total</i>
	<i>Note</i>	<i>£</i>	<i>£</i>	<i>£</i>
Income from:				
Donations and legacies	3	28,302	18,433	46,735
Charitable activities	4	347,381	12,008	359,389
Investments	5	1,213	0	1,213
Total income		376,896	30,441	407,337
Expenditure on:				
Raising funds		8,447	0	8,447
Charitable activities		391,371	37,662	429,033
Total expenditure	6	399,818	37,662	437,480
Net income/(expenditure)	7	-22,922	-7,221	-30,143
Transfers between funds		0	0	0
Net movement in funds		-22,922	-7,221	-30,143
Reconciliation of funds:				
Total funds brought forward		149,818	20,379	170,197
Total funds carried forward		126,896	13,158	140,054

3 **DONATIONS**

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2020</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
General Donations	17,331	9,450	26,781
Legacies	7,485		7,485
Trusts and Grants	14,000		14,000
Government Grants	34,051		34,051
	72,867	9,450	82,317
Comparative figures for 2019:			
	<i>Unrestricted</i>	<i>Restricted</i>	<i>2019</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
General Donations	14,302	14,433	28,735
Legacies			
Trusts and Grants	14,000	4,000	18,000
Government Grants			
	28,302	18,433	46,735

4 INCOME FROM CHARITABLE ACTIVITIES

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2020</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
Conferences and Events	14,162		14,162
Contributions from Members	152,258	4,502	156,760
Direct Charitable sales	59,832		59,832
Affinity schemes & miscellaneous trading	12,773		12,773
	239,026	4,502	243,528

Comparative figures for 2019:

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2019</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
Conferences and Events	66,932	12,008	78,941
Contributions from Members	159,529		159,529
Direct Charitable sales	100,021		100,021
Affinity schemes & miscellaneous trading	20,898		20,898
			359,389

5 INVESTMENT INCOME

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2020</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
Interest received on cash balances	558	0	558
Comparative figures for 2019			
	<i>Unrestricted</i>	<i>Restricted</i>	<i>2019</i>
	<i>£</i>	<i>£</i>	<i>Total</i>
			<i>£</i>
	1,213	0	1,213

6 TOTAL EXPENDITURE

	<i>Cost of generating funds</i>	<i>Cost of activities in furtherance of the charity's objects</i>	<i>Governance Costs</i>	<i>2020 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Staff costs	6,622	250,293	7,946	264,861
Outsourced contractors	156	5,895	187	6,238
Office property, administration, staff travel	910	34,383	1,092	36,385
Promotions and resources	0	5,383	0	5,383
Conference and events	0	10,592	0	10,592
Direct charitable sales	0	0	0	0

EVANGELICAL MISSION ASSOCIATION
Financial Statements for the Period Ended 31 December 2020

Senior Staff transitions	0	0	0	0
Examination of accounts	0	0	800	800
Miscellaneous expenses	0	2,525	182	2,707
	7,687	309,070	10,207	326,964

Comparative figures for 2019	Cost of generating funds	Cost of activities in furtherance of the charity's objects	Governance Costs	2019 Total
	£	£	£	£
Staff costs (inc training)	6,814	257,576	8,177	272,567
Office property, administration, travel	1,633	61,710	1,959	65,302
Promotions and resources	0	5,298	0	5,298
Conference and events	0	74,051	0	74,051
Direct charitable sales	0	5,902	0	5,902
Senior Staff transitions	0	148	0	148
Accounts examination	0	0	800	800
Miscellaneous expenses	0	9,691	3,721	13,412
	8,447	414,376	14,657	437,480

7 NET MOVEMENT IN FUNDS

	2020	2019
	£	£
This is stated after charging:		
Lease of property	11,513	11,128
Lease of office equipment	2,639	2,662
Depreciation	0	0
Examiner's fee	800	800

8 TRUSTEE AND EMPLOYEE INFORMATION

a) Employee information

	2020	2019
The average number of staff employed during the year was:	10	10
The average number of full-time equivalent staff was:	8	8
Staff emoluments	£	£
Salaries	228,919	233,034
Social security	13,866	16,993
Pension and life assurance costs	22,075	21,722
Training	71	1,496
	264,931	273,245

Employee benefits to key management personnel for the year totalled £89,692 (2019: £88,240).

There were no employees with emoluments above £60,000 in either the current or previous year. The redundancy payment of £12,643 was made in October 2020.

b) Trustee information

No remuneration was paid to, or waived by, any trustee during the year (£NIL in 2019).

Expenses of £124 for travel were reimbursed to two trustees during the year (£460 to four trustees in 2019).

9 PENSION SCHEME ARRANGEMENTS

Defined contribution scheme

The charity's staff belong to one of two defined contribution pension schemes. The schemes' assets are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable to the funds, which amounted to £21,500 (2019: £21,251).

10 TANGIBLE ASSETS

<i>Fixed assets held for use by the charity</i>	<i>Computer</i>	<i>Office equipment</i>	<i>Total 2020</i>	<i>Total 2019</i>
Cost				
At 1 st January 2020	10,052	1,175	11,227	11,227
Additions	0	0	0	0
Disposals	0	0	0	0
As at 31st December 2020	10,052	1,175	11,227	11,227
Depreciation				
At 1 st January 2020	10,052	1,175	11,227	11,227
Charge for the year	0	0	0	0
Released on disposal	0	0	0	0
As at 31st December 2020	10,052	1,175	11,227	11,227
Net book value				
As at 31st December 2020	0	0	0	0
As at 31 st December 2019	0	0	0	0

11 DEBTORS AND PREPAYMENTS

	<i>2020</i>	<i>2019</i>
	<i>£</i>	<i>£</i>
Taxation: VAT recoverable		1,000
Debtors	9,953	17,744
Prepayments	2,652	5,321
	12,605	24,065

EVANGELICAL MISSION ASSOCIATION
Financial Statements for the Period Ended 31 December 2020

12 **CREDITORS**

	2020	2019
	£	£
Taxation and social security	1,967	5,164
Deferred income	355	6,843
Accrued expenses	6,099	10,567
Accrued holiday pay	2,428	1,105
Cancelled Events	11,489	
	22,339	23,679

13 **COMMITMENTS**

The future minimum lease payments to which the organisation is committed under operating leases in the coming years are as follows:

	2020	2019
	Total	Total
Lease payments due:		
<i>Within one year:</i>		
Land & buildings (inc. service charges)	3,274	10,111
Other operating leases	1,862	2,482
<i>Within two to five years:</i>		
Land & buildings	0	
Other operating leases	0	1,861

14 **RELATED PARTY TRANSACTIONS**

There were no individual related party transactions during the year which require disclosure (none in 2019). Aggregate donations in the year without condition from trustees and key management personnel totalled £2556 (2019: £nil).

15 **UNRESTRICTED FUNDS**

	Balance at 1st Jan 2020	Movement in funds			Balance at 31st Dec 2020
	£	Income	Expenditure	Transfers	£
		£	£	£	
General Fund	122,840	309,742	311,863	0	120,720
Re-konnnect camps	4,056	2,708	2,563	0	4,201
	126,896	312,451	314,426	0	124,921

Re-Konnnect Camps: provides activities and events in the UK for children whose families work abroad.

EVANGELICAL MISSION ASSOCIATION
Financial Statements for the Period Ended 31 December 2020

Comparative figures for 2019:

	Balance at 1st Jan	Movement in funds			Balance at 31st Dec
	2019	Income	Expenditure	Transfers	2019
	£	£	£	£	£
General Fund	139,934	347,625	375,696	10,977	122,840
Re-Konnect Camps (Designated)	8,816	12,171	8,931	(8,000)	4,056
CRIB	1,068	17,100	15,191	(2,977)	0
	149,818	376,896	399,818	0	126,896

16 **RESTRICTED FUNDS**

	Balance at 1st January 2020	Movement in funds			Balance at 31st Dec 2020
	£	Income	Expenditure	Transfers	£
	£	£	£	£	£
CRIB	534	275	0	0	809
GC Staff Support	0	8,965	8,965	0	0
MAP - restricted grants & donations	0	0	0	0	0
Lausanne General	3,153	210	0	0	3,363
Network Events	4,053	4,282	3,573	0	4,762
Staff Ministry	334	0	0	0	334
H4M (Hope for Muslims)	4,489	0	0	0	4,490
Regional Reps	595	220	0	0	815
Total Restricted Funds	13,158	13,952	12,538	0	14,572

The Funds are maintained for the following purposes:

CRIB: CRIB is a network and events for Christians involved in mission to Muslims in Britain. This fund represents the income and expenditure involved in the running of events by the CRIB network.

GC Staff Support: Donations received for funding salaries of specific members of GC staff. The balance of salaries is funded by unrestricted funds.

MAP: Grants and donations received for the work of MAP in N Ireland

Lausanne General: Donations received for the work of Lausanne Committee for World Evangelisation.

Network Events: Mission promotion events organised cooperatively by member agencies.

Staff ministry: Relates to monies given to support the ministry of Bryan and Marion Knell. Bryan is a former staff member.

H4M (Hope for Muslims): The fund comes from income of the 2015 UK tour event attendance, book sales and donations for ministry to Syrian refugees. The donations were distributed between seven member agencies of Global Connections who cooperated in presenting the tour events.

Regional Reps: This fund covers travel and other operating expenses of representative staff from various mission agencies working together under the banner of GC.

EVANGELICAL MISSION ASSOCIATION
Financial Statements for the Period Ended 31 December 2020

Comparative 2019 movements

	<i>Balance at 1st January 2019</i>	<i>Movement in funds</i>			<i>Balance at 31st Dec 2019</i>
	<i>£</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>£</i>
CRIB	230	410	106		534
GC Staff Support	0	13,015	13,015		0
MAP - restricted grants & donations	0	4,325	4,325		0
Lausanne General	8,631	268	5,746		3,153
Network Events	6,121	12,223	14,292		4,052
Staff Ministry	334	0	0		334
H4M (Hope for Muslims)	4,490	0	0		4,490
Regional Reps	573	200	178		595
Total Restricted Funds	20,379	30,441	37,662	0	13,158