



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**

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

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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 Kwiyan	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-opted 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:

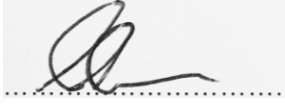
- there is no relevant information of which the charitable company's independent examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

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

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): 

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.

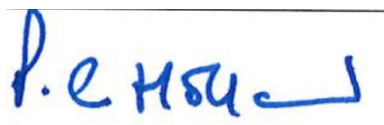
Independent examiner's statement

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.

EVANGELICAL MISSION ASSOCIATION
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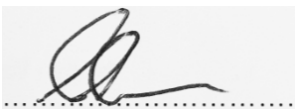
3.2. Balance Sheet (As At 31 December 2020)

	<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.

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

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>Total</i>
	<i>£</i>	<i>£</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>Total</i>
	<i>£</i>	<i>£</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>Total</i>
	<i>£</i>	<i>£</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>Total</i>
	<i>£</i>	<i>£</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

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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

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

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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	Transfers	Balance at 31st Dec 2020
	£	Income	Expenditure	£
		£	£	
General Fund	122,840	309,742	311,863	0
Re-konnnect camps	4,056	2,708	2,563	0
	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.

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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-Konnnect 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.

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Comparative 2019 movements

	<i>Balance at 1st January 2019</i>	<i>Movement in funds</i>			<i>Balance at 31st Dec 2019</i>
	£	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</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