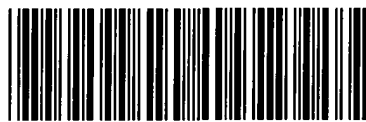


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COMPANIES HOUSE

Operation Mobilisation Annual Report and Financial Statements

Year ended 31 December 2019

Company Number 02564320

Charity Registration Number 1008196 (England and Wales) SCO40988 (Scotland)



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LETTER FROM THE CHAIR

We look back on the past year with gratitude to God, in that we have been able to do more to bring lasting change to people's lives. I hope that as you read this report, you will be inspired by the response we have received to the challenge to share the love of Jesus around the world.

Prayer is the foundation of all OM ministry both in the UK and globally. Global Prayer Meetings have become a staple event every month across the country, inviting many supporters into intercession for the world. As an organisation we remain committed to praying ourselves with monthly days of prayer and fasting, but also encouraging others to intercede for the needs around the world.

2019 saw the unveiling of OM's new award-winning website (Premier Digital Awards – Runner Up, Best Christian Organisation Category), which provides a significant launch pad into digital ministry partnership. The improved fundraising capabilities have allowed partners to give more easily but also to crowdfund on our behalf.

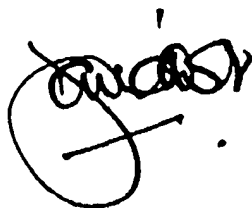
Our Financial Development team continue to see significant funding raised in the UK and sent to support significant projects facilitated by OM teams around the world. We hear of many lives and communities being transformed because of the work of OM, in more than 115 countries.

At the beginning of 2019 OM was delighted to be hosted by the Rt Hon Sir Jeffrey Donaldson MP at the Houses of Parliament. This reception provided a platform for OM's global ministries to be profiled among both MPs and London's key leaders.

Our Global Experience initiative continued to be a high-profile activity in the calendar, this year debuting at Big Church Day Out – the UK's largest Christian festival. Exceeding our expectations, BCDO have expressed interest in continued partnership for years to come.

Through 2019 we have seen hundreds of people join us and serve with OM teams both for short and longer-term commitments in many different countries. It is encouraging to see so many people serving with OM in the UK and internationally and helping to bring transformation in the lives of others. We look to God for His continued leading as we approach the many issues in 2020 following the Covid – 19 pandemic.

Finally, on behalf of the UK board of OM, I would like to thank our CEO Matthew Skirton and each member of the OM team in the UK for all their hard work and commitment throughout 2019.



D OST - BOARD CHAIR

The Board of Trustees present their annual report, together with the strategic report and audited financial statements, for the year ended 31 December 2019.

REFERENCE AND MANAGEMENT INFORMATION

Company Name:	Operation Mobilisation
Company Registration Number:	02564320
Charity Registration Number:	1008196
Scottish Charity Registration Number:	SCO40988
Registered Office:	The Quinta, Weston Rhyn, Shropshire, SY10 7LT

BOARD OF DIRECTORS/TRUSTEES

David Ost	(Chair)
Michael Young	
Paul Lindsay	
Celia Apeagyei Collins	
David Skews	
Geffrey Meyer	
Kathryn Myers	
Peter Lawrence	
Peter Maiden (resigned 1 st June 2020)	
Amos Fatokun (appointed 3rd June 2020)	

COMPANY SECRETARY	Michael Young
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EXECUTIVE LEADERSHIP TEAM

Matthew Skirton	Chief Executive Officer (CEO)
Rob Scoulding	Strategic Engagement
Andrew Berry	People in Mission
Lyn Towers	Finance
Kevin Boyce	Community
Tim Howard	Operations
Paul Bell	Human Resources (appointed 1 st February 2019)

AUDITOR

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

BANKERS

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



SOLICITORS

Wrigleys, 19 Cookridge Street, Leeds LS2 3AG

WORKING NAMES USED

- OM
- OM UK
- OM United Kingdom

TRUSTEES' REPORT - ABOUT THE ORGANISATION

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

OM Worldwide was established in 1957 and now works in over 110 countries and on board the OM Ship "Logos Hope". Overall, there are over 3,500 workers from 128 nationalities, 36.5% of whom are serving outside their passport country. There are over 337 workers from the UK working in approximately 50 different countries.

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



STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

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

ORGANISATIONAL STRUCTURE

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

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

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

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

RECRUITMENT AND APPOINTMENT OF THE BOARD OF TRUSTEES

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

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

INDUCTION AND TRAINING OF TRUSTEES

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

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

INTERNATIONAL PARTNERSHIP

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

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

OBJECTIVES AND ACTIVITIES

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

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

The principal activities carried out by OM are:

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



AIMS

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

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

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

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

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

PUBLIC BENEFIT

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

ACHIEVEMENTS AND PERFORMANCE

GIFTS AND DONATIONS

In 2019 we have seen gifts and donations of £9.5m. This is slightly lower than 2018 as a gift-matching scheme closed during 2018 but we have been encouraged that we continue to see a large volume of gifts from a variety of sources. Higher gift income from legacies compensated for lower gift income from individuals and churches. Funds raised have enabled OM to mobilise and equip the church for mission, advance the Christian faith, relieve suffering from natural and man-made disasters, alleviate poverty, improve health and advance education through the projects of OM Worldwide.

Partners in the UK continued to provide significant support for:

- the ministry of Logos Hope in Latin America and towards completion of the renovated international café on the visitor's deck.
- the Mercy Appeal which distributed funds to projects in 15 countries. This included emergency disaster relief in South Asia, Africa, Europe and the Caribbean, health initiatives in Southern Africa and Central Asia and supported projects with refugees in Europe and the Middle East.
- the Mustard Appeal which enabled us to assist the relief of poverty through skills development and micro-finance projects in 11 countries. Projects include the development of self-help groups, supporting refugees through literacy and skills training, and providing vocational training for young adults.
- the newly launched Movements Fund which provided financial support to the ministries of OM Worldwide. These are focused on accelerating the advancement of the Christian faith in places where Christ is least known. This was achieved through mobilising, training and equipping 'near culture' mission workers in 13 countries throughout Europe, Africa, Asia and the Middle East.
- the 2019 Christmas Appeal which raised funds for print and audio bibles in 27 languages to be distributed in 11 countries.

PARTNER DEVELOPMENT, EVENTS AND EXHIBITIONS

During 2019 OM attended 8 events and conferences. The main event we attended was Big Church Day Out, where our Global Experience interactive exhibition had a high profile on the main avenue. Through the weekend we welcomed 1408 people through the experience. 90 of these people signed up to receive our future mailings and 112 people enquired about short and long term mission opportunities. In addition, 26 people expressed interest in supporting OM financially.

At the other 7 events we made 79 new contacts. This led to 60 new subscriptions to various mailings, 44 people enquiring about mission trips, and 13 people registering an interest to support OM financially.

During 2019 we hosted two presentation teams. These took 74 meetings around the United Kingdom with the aim of mobilising Christians to get involved in mission by praying, giving or going.



MISSION OPPORTUNITIES

In 2019 the following partners engaged in short and longer-term mission opportunities including:

- 73 people from the UK attending TeenStreet - a youth conference in Germany aimed at growing and developing the Christian faith of teens and young adults. The theme was "Inspired" and many came home feeling stronger in their faith and encouraged to share their love of Jesus with others.
- 210 individuals, including 7 groups, went on Short-Term Mission opportunities which are involved in the advancement of the Christian faith, both within the UK and around the world.
- Over 330 UK Nationals are involved in longer mission opportunities in OM programmes worldwide. Individuals serving with OM longer term are able to develop deeper relationships with their host communities. We saw 35 new people from the UK join this work in 2019.

DISCIPLE MAKING MINISTRIES IN THE UK

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

TRAINING MINISTRIES

We are accredited by the British Accreditation Council to offer residential training courses. During 2019 we ran two Missions Discipleship Training (MDT) programmes and three English Language (ELCO) courses. Student numbers have progressively increased for our MDT programme whilst the ELCO course has been running steadily with 10-14 students in each intake. The MDT course has been successful in encouraging and developing students who hold interest in exploring future mission work, and this has been an effective springboard to full time mission work for several of them. The ELCO courses have been highly successful in developing student's English language skills enabling them to pursue Christian ministry overseas.

LITERATURE DISTRIBUTION

OM in the UK continues to distribute large quantities of books either free of charge or on a donation basis. In 2019 we made a bid to bring access to books into the digital era by forming a new partnership with 10ofthose.com. 10ofthose now stock most of OM's best-selling books and we have integrated the 10ofthose technology into our website (www.uk.om.org/books). 10of those also supply OM books to sell at meetings and conferences.

COMMUNICATING THE MESSAGE

In 2019 we recruited a new Events Manager and Content Officer (Global Editor), helping to grow our profile around the UK. A significant landmark was the launch of our new website and digital strategy – thus refining our whole marketing approach. The team's efforts were recognised by Premier Digital who awarded the new site 'Runner Up' in the category of 'Best Christian Organisation Website' in their annual awards programme.

The efforts of the Branding Task Force have continued to influence activity into 2019. The newly established Global Brand Management team has seen the establishing of a global brand framework to provide continuity and effectiveness to OM's message. The results of this has been the desire to ensure missions becomes accessible to the broader Christian market, for example using simpler language to explain OM and global missions.



PRINCIPLE RISKS AND UNCERTAINTIES

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

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

COVID-19 RISKS AND RESPONSE

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

Risk	Factors	Notes/Mitigation
Reduction in Support Gift Income	Numbers of workers overseas Supporters disposable income Sending church finances	Our partner journey team is looking at ways of strengthening connections with those giving funds for support.
Reduction in number of workers overseas	Support gift income Appetite and ability to travel Availability of insurance Practical restrictions in different countries	We are closely monitoring the ongoing situation but have been encouraged by people still signing up to pre-mission training. Discussions with insurance providers are ongoing but progress is being made. Our personnel team receive regular update briefings from colleagues overseas.
Reduction in Fund Gift Income	Potential contraction of UK Economy impacting individual, church and trust finances	We are anticipating a drop in fund gift income and are carefully monitoring income. However, it is encouraging that in the short term our giving has been stable.
Reduction in Appeal Gift Income	Potential contraction of UK Economy impacting individual, church and trust finances Media coverage of appeal topic	We are anticipating a drop in appeal gift income and are carefully monitoring income. However, the response to the emergency Mercy Covid-19 appeal has been encouraging.
Reduction in Short Term Mission Trip bookings and opportunities	Potential contraction of UK Economy impacting individual and church finances. Appetite and ability to travel Availability of insurance Limited opportunities in other	Digital STM ideas and UK based opportunities are being developed. These are not likely to be income generating at first. We are cancelling all STM trips

	countries	until 31st August and currently do not expect new trips to start until Jan 2021. Our STM team receive regular update briefings from colleagues overseas.
Reduction in student numbers and/or training opportunities	Appetite and ability to travel Availability of insurance UK lockdown restrictions	Training in traditional form is also unlikely to happen before Jan 2021 resulting a drop of income in this area. Online training possibilities are being explored.
Reduction of opportunities to engage with churches	UK lockdown restrictions Individual church's risk management strategies	We are seeking to maintain present church contacts as we are able. New relationships will be more difficult, but we are continuing to explore digital opportunities.

PLANS FOR FUTURE PERIODS

It was planned that OM's ship, the Logos Hope, would be visiting Europe in 2020 and beyond, and would visit several UK ports. We planned to connect with other mission agencies and local churches as we sought to maximise the impact of these visits. We were hoping to see thousands inspired to engage in global mission.

We planned to offer short- and long-term mission opportunities, with OM's Teenstreet event in Germany in the summer, three English Language and Cultural Opportunities (ELCO) training programmes, and also two larger MDT programmes with more participants in 2020.

The Charity like the country has been hugely impacted by the Covid-19 pandemic and most of the above plans have not been possible. A particular disappointment has been the need to cancel the Logos Hope visit to Europe.

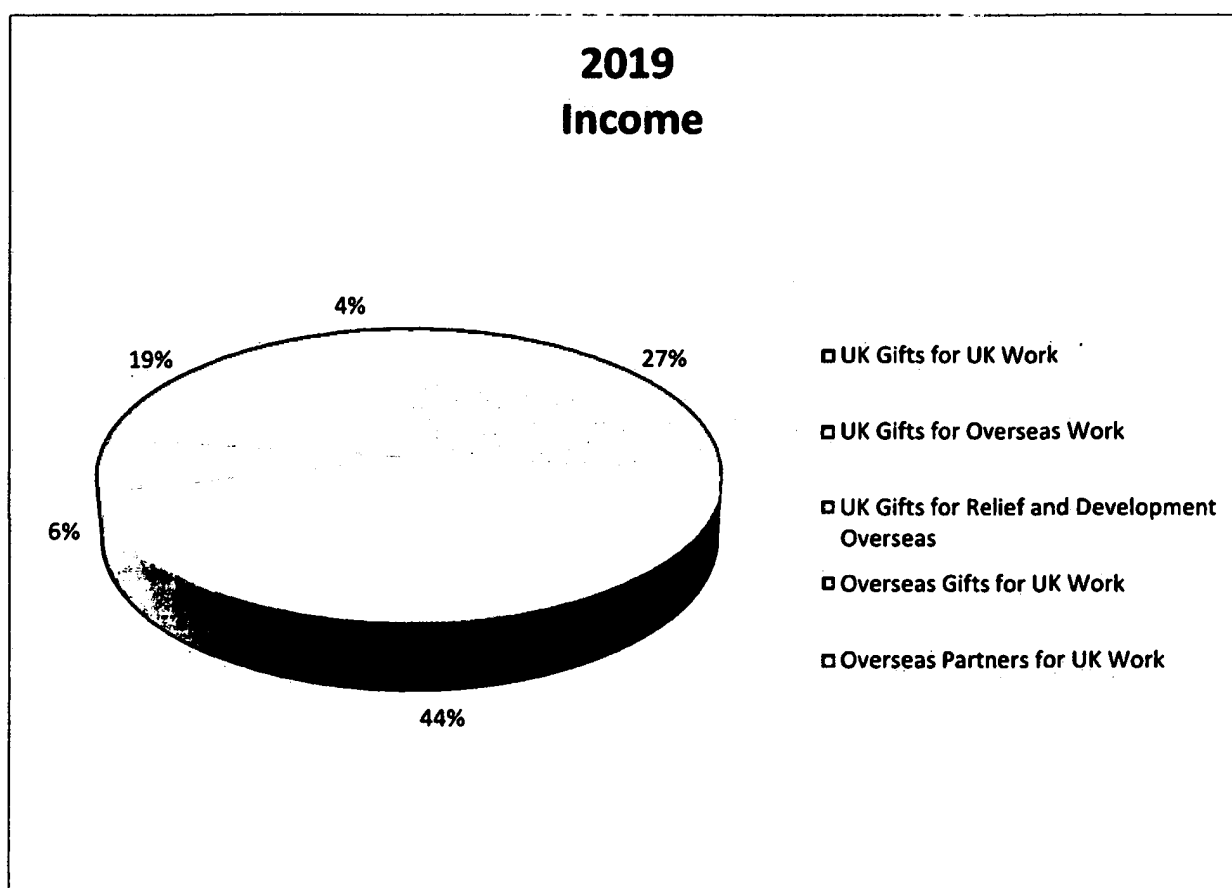
We planned to in 2020 to hold a major strategic review to ensure alignment with OM's worldwide objectives, and the pandemic has provided increased impetus to expedite our strategic review as we consider our long-term plans. In the meantime, we have sought to adapt to the rapidly changing circumstances and are planning online training courses, virtual Teenstreet and a Gap Year program to cater for the many that will not attend university as originally planned. We are also exploring the possibility of running virtual short-term mission trips.

The Trustees have assessed the potential impact on the future operations of the charity, taking into account its underlying financial resources and strength. They have taken proactive steps to manage the financial consequences to help ease the impact of the Coronavirus outbreak. The Trustees consider the charity to be well positioned to manage the current situation and secure operations into the future.

STRATEGIC REPORT - FINANCIAL REVIEW

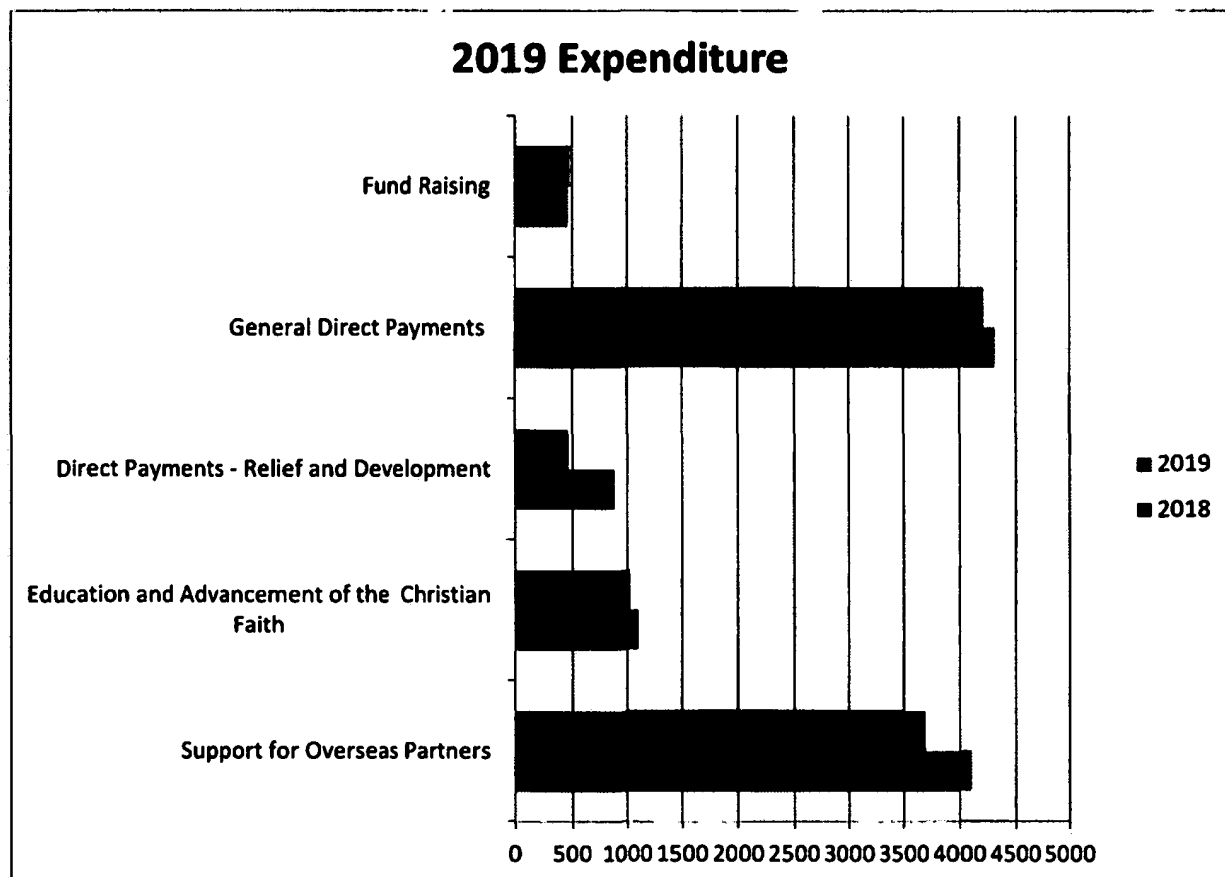
INCOME

Our total income for 2019 was £9.87 million (£11.2 million in 2018). This included income from UK supporters of £7.3 million (£7.94 million in 2018). 96% of our income came from donations and gifts (96% in 2018). The following is an analysis of donations and gifts by category:



EXPENDITURE

Total expenditure was £9.93 million in 2019 (£10.89 million in 2018) and is analysed into the following classifications as shown in the bar chart:



Fund Raising

Only 4.92% of the total for 2019 was spent on fundraising, the other 95.08% being spent on our charitable activities. (2018 4.2%)

Support for Overseas Partners – support for personnel from the UK working both in the UK and with overseas partners and carrying out activities to promote the advancement of the Christian faith, relief work, education and the advancement of health. In 2019 this support has decreased by nearly £363,000 compared with 2018 (2018 £4.10m, 2019 £3.74m).

Education and the Advancement of the Christian Faith – evangelism within the UK and training and equipping people in the UK for service in the UK and around the world. There has been a slight decline of expenditure in this area of £81k but this is not significant. (2018 £1.10m, 2019 £1.02m).

Direct Payments: Relief and Development – amounts given to help OM's Worldwide work overseas, including education and health. Expenditure in this area in 2018 has fallen by over £400,000 as responses to appeals vary year to year (2018 £0.88m, 2019 £0.46).

Direct Payments: Other – Other amounts given to support OM's work worldwide by (a) UK supporters and (b) OM from its own resources. This will include the advancement of the Christian faith, relief work, education and the advancement of health. (2018 4.34m, 2019 £4.14m).

A fuller explanation of the analysis used can be found in Note 7 of the Accounting policies on page 28. The full results of the company for the year ended 31st December 2019 are set out in the financial statements commencing page 31. Dividends are not permitted under the Articles of Association.

RESERVES POLICY

The Trustees consider that reserves equivalent to between three and six months operating expenditure, plus an amount equal to the designated reserves is required to allow for the uncertain timing of income together with the size and complexity of the operation.

Three months operating expenditure per the 2020 budget is £0.79 million and free reserves at 31 December were £597k (2018 £352K). The charity also has investments with a value of £437k which could be realised swiftly if required. This equates to just under 4 months of operating expenditure.

There are total reserves of £4.62m, of which £1.04m are restricted and £2.55m are designated. It is encouraging to note the improvement in the free reserves.

INVESTMENT POLICY

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

PAY POLICY FOR SENIOR STAFF

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

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

FUNDRAISING POLICY

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

If we receive a removal request, or if a partner is suspected of being vulnerable, we can make sure that partner does not receive solicitations for funds. They would only receive information and updates about

areas or projects they have supported in the past if this is requested.

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

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

We do not use external professional fundraisers, nor have we ever used lists of contacts supplied by third parties. We aim to comply with the Fundraising Regulator's Code of Fundraising Practice. During 2019, we received no complaints regarding our fundraising practices.

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

BREXIT

The trustees have assessed the potential risks in relation to Brexit. As operations, income and expenditure mostly arise in the UK, the trustees do not expect there to be significant risks arising for the charity

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

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

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

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

MEMBERS OF THE BOARD

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

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

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

The Trustees, who are also directors for the purposes of Company Law, present their annual and strategic report and the financial statements for the year ended 31 December 2019. These financial statements comply with statutory requirements, the Memorandum and Articles of Association and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Approved by the Board of Directors on 2nd September 2020 and signed on its behalf by:



D Ost

Board Chair

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OPERATION MOBILISATION

OPINION

We have audited the financial statements of Operation Mobilisation (the 'charity') for the year ended 31 December 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under S44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

USE OF THE AUDIT REPORT

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

Signed:

WR Partners

Date:

30th October 2020

A Malpass BA, FCA

Senior Statutory Auditor

WR Partners, Belmont House, Shrewsbury, SY2 6LG



ACCOUNTING POLICIES

1 - GENERAL

Operation Mobilisation is a Company limited by Guarantee and was incorporated on 12 February 1992. The objectives and activities of the charity are listed on page 9 of the annual report.

2 - BASIS OF PREPARATION

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

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

3 - ACCOUNTING CONVENTION

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

4 - CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

Critical accounting judgements

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

- **Assessing indicators of impairment**

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

- **Income recognition**

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

Key sources of estimation uncertainty

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

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

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

5 - FUND ACCOUNTING

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

6 - INCOMING RESOURCES

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

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

7 - RESOURCES EXPENDED

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

FUNDRAISING COSTS

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

DIRECT CHARITABLE EXPENDITURE

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

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

expenditure on education and health.

8 - FIXED ASSETS AND DEPRECIATION

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

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

Freehold buildings:

Purchase	2% per annum
Renovation	6.7%

Long leasehold buildings:

Lease Purchase	Write off over remainder of lease – maximum 30 years
Renovation	3.3%/10% (Write off over remainder of lease period maximum of 30 years)

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

9 - STOCK

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

10 - FOREIGN CURRENCIES

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

11 - ASSET FUND

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

12 - PENSIONS

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

13 - OPERATING LEASES

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

14 - VALUATION OF INVESTMENTS

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

15 - GOING CONCERN

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

July 2020 update: Although the virus control measures have had an impact on some of our activities In 2020 we have sustained giving and continued growth in legacy income. The Trustees are closely monitoring the financial position in a constantly changing environment and continue to hold the view that the charity is a going concern.

16 - FINANCIAL INSTRUMENTS

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

STATEMENT OF FINANCIAL ACTIVITIES**Year ended 31 December 2019****INCLUDING INCOME AND EXPENDITURE ACCOUNT**

		Unrestricted Funds	Restricted Funds	2019 Total Funds	2018 Total Funds
	Note	£	£	£	£
INCOME					
Income from Generated Funds					
Donations and Gifts	2	3,003,258	6,477,437	9,480,695	10,763,537
Income from Investments					
Rental Income		18,000	-	18,000	18,000
Interest Income		2,464	6,251	8,715	5,667
Income from Charitable Activities					
Literature and Other Sales		3,591	20,907	24,498	24,884
Services to Overseas Partners		34,233	1,948	36,181	36,850
Other		119,492	186,498	305,990	319,749
Total Income		3,181,038	6,693,041	9,874,079	11,168,687
EXPENDITURE					
Cost of Generating Funds					
Fundraising Costs	3,4	488,456	-	488,456	459,475
Charitable Activities					
Education and the Advancement of the					
Christian Faith	3,4	835,139	188,377	1,023,516	1,104,249
Support for Overseas Partners	3,4	1,774,671	1,966,475	3,741,146	4,104,004
Direct Payments	3,4	50,697	4,625,133	4,675,830	5,218,137
Sub Total Charitable Activities		2,660,507	6,779,985	9,440,492	10,426,390
Total Expenditure		3,148,963	6,779,985	9,928,948	10,885,865
Net Income/(Expenditure)	7	32,075	(86,944)	(54,869)	282,822
Gain on Investments		2,728	-	2,728	2,783
Transfer of funds		40,300	(40,300)	-	-
Net movement of funds		75,103	(127,244)	(52,141)	285,605
Fund Balance brought forward					
1 January		3,510,123	1,164,021	4,674,144	4,388,539
Fund Balance carried forward					
31 December	17,18	3,585,226	1,036,777	4,622,003	4,674,144

The company income and expenditure all relate to continuing operations.

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

BALANCE SHEET

COMPANY NUMBER: 2564320

As at 31 December 2019

	Note	£	2019 £	£	2018 £
FIXED ASSETS					
Tangible Assets	9	2,718,729		2,816,874	
Investments	10	437,087	3,155,816	434,359	3,251,233
CURRENT ASSETS					
Stocks - goods for resale		8,428		17,546	
Debtors	11	1,150,844		1,049,081	
Cash at Bank and in Hand		763,100		900,348	
		1,922,372		1,966,975	
CREDITORS - amounts falling due within one year	12	(191,467)		(268,442)	
NET CURRENT ASSETS			1,730,905		1,698,533
TOTAL ASSETS LESS CURRENT LIABILITIES			4,886,721		4,949,766
CREDITORS - amounts falling due after one year	13		(264,718)		(275,622)
			4,622,003		4,674,144
FUNDS					
Unrestricted Funds - Designated	17 & 18		2,550,676		2,723,471
Unrestricted Funds - General	17 & 18		1,034,550		786,652
Restricted Funds	17 & 18		1,036,777		1,164,021
			4,622,003		4,674,144

These Financial Statements were approved by the Board of Directors on 2nd September 2020.

Signed on behalf of the Board of Directors.


DOST
 Board Chair

STATEMENT OF CASH FLOWS

Year ended 31 December 2019

		2019	2018
	Note	£	£
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	19	(108,859)	89,184
CASH FLOWS USED IN INVESTING ACTIVITIES			
Interest received		8,715	5,667
Purchase of tangible fixed assets		(37,436)	(48,391)
Proceeds from sale of tangible fixed assets		332	5,120
Proceeds from Sale of Investment property		0	122,783
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(28,389)	85,179
CASH FLOWS FROM/ (USED IN) FINANCING ACTIVITIES			
Loan repayments/advances		-	-
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		-	-
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD	20	(137,248)	174,363
Opening Cash at 1 January		847,248	672,885
Closing Cash at 31 December		710,000	847,248

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST DECEMBER 2019

1 - TAXATION

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

2 - ANALYSIS OF DONATIONS AND GIFTS

Unrestricted Donations and Gifts

	2019	2018
Income from UK Supporters		
Legacies	782,862	601,134
Gifts in Kind	600	2,749
Other	1,660,758	1,819,385
Income from Overseas Supporters	137,898	52,406
Income from OM Fields Overseas	421,140	580,928
Total Unrestricted Income	3,003,258	3,056,602

Restricted Donations and Gifts

Income from UK Supporters for Fields Overseas	4,113,141	4,265,364
Income from overseas supporters	1,824,397	2,586,155
Income for Relief and Development work	539,899	855,416
Total Restricted Income	6,477,437	7,706,935
Total Income	9,480,695	10,763,537

3 - ANALYSIS OF TOTAL UNRESTRICTED EXPENDITURE

	Ministry	Administration	Personnel	Travel	Communication	Grant	Professional Fees	Other	Total	2018 Total
Education and the advancement of the Christian Faith	5,642	125,860	573,666	48,053	29,052	-	6,315	48,551	835,139	893,122
Overseas Partners - Support	11,989	287,452	1,219,041	97,863	61,735	-	13,420	103,171	1,774,671	1,813,887
Direct Payments	-	-	-	-	-	50,697	-	-	50,697	21,829
Fundraising	1,630	14,949	403,872	34,609	30,321	-	-	3,075	488,456	459,474
TOTAL	19,261	408,261	2,196,579	178,525	121,108	50,697	18,735	154,797	3,148,963	3,188,291



4 - ANALYSIS OF TOTAL RESTRICTED EXPENDITURE

	Ministry	Administration	Personnel	Travel	Communication	Grant	Professional Fees	Other	Total	2018 Total
Education and the advancement of the Christian Faith	17,809	9,990	33,994	5,867	6,139	-	1,789	112,789	188,377	211,128
Overseas Partners - Support	562,054	178,062	509,596	137,105	22,063	-	9,321	548,274	1,966,475	2,290,137
Direct Payments	-	-	-	-	-	4,625,133	-	-	4,625,133	5,196,308
Fundraising	-	-	-	-	-	-	-	-	-	-
TOTAL	578,863	188,052	543,590	142,972	28,202	4,625,133	11,110	661,063	6,779,985	7,697,573

Direct Payments includes £463,454 (2018 £881,779) for specific OM Worldwide projects for the relief of sickness and poverty.

5 - AUDITOR'S REMUNERATION

	2019	2018
Audit fee 2018	-	22,840
Audit fee 2019	21,159	-
Other	-	-
Total	21,159	22,840

6 - ANALYSIS OF GOVERNANCE COSTS

Governance costs are now included in the total resources expended as shown above. These totalled £52,023 in 2019 (2018 £54,461).

7 - NET EXPENDITURE BEFORE TRANSFERS

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

	2019	2018
Exchange (gains)/losses	19,800	2,386
Loss on Disposal fixed assets	21,939	1,076
Depreciation of owned fixed tangible assets	113,310	114,399
Other operating leases rent	89,950	97,675



8 - STAFF COSTS AND DIRECTORS' REMUNERATION

	2019	2018
	£	£
Salaries and Wages	2,205,771	2,214,375
Employer National Insurance contributions	145,140	145,651
Pension contributions	68,219	45,144
	2,419,130	2,405,170

No employee received remuneration in excess of £60,000 in the year (2018 also none).

The key management personnel of the charity comprise the trustees plus a 7 person UK executive team looking after the day to day affairs of the charity. The total employee benefits of the key management personnel of the Trust were £214,134 (2018: £180,238).

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

	2019	2018
	£	£
Support to other missions	58	63
Education and the Advancement of the Christian faith	48	56
Fundraising and Governance	36	34
	142	153

Charity Trustees who are not employees or included above received no remuneration for their services (2018 £nil). Directly incurred expenses, when claimed, are reimbursed, and in 2019 totalled £3,516 for travel, subsistence and administration expenses for five directors (2018 £6,743 for eight directors).

The information disclosed in this note refers to persons categorised as employees by the Inland Revenue and Department of Social Security for the purposes of assessing income tax and national insurance contributions respectively.

9 - TANGIBLE FIXED ASSETS

	L & B Freehold £	L & B Leasehold £	Fixtures & Fittings £	Motor Vehicles £	Total £
COST					
At 1st Jan 2019	2,772,500	645,505	392,317	67,128	3,877,450
Disposals	0	(131,950)	(128,374)	(8,195)	(268,519)
Additions	0	0	26,736	10,700	37,436
AT 31st December	2,772,500	513,555	290,679	69,633	3,646,367
Depreciation					
At 1st Jan 2019	(332,700)	(343,844)	(328,605)	(55,427)	(1,060,576)
Provision	(61,050)	(16,986)	(28,764)	(6,510)	(113,310)
Disposals	0	131,950	106,333	7,965	246,248
AT 31st December	(393,750)	(228,880)	(251,036)	(53,972)	(927,638)
Net Book Values					
AT 31st December 2019	2,378,750	284,675	39,643	15,661	2,718,729
AT 31st December 2018	2,439,800	301,661	63,712	11,701	2,816,874

10 - INVESTMENTS

	2019 £	2018 £
Investment Properties	425,000	425,000
Donated shares	12,087	9,359
	437,087	434,359

The investment property is in North London and was previously used for our charitable purposes. However, this property was deemed to be surplus to our requirements from an operational point of view in 2017 and has been reclassified by the Trustees as held for investment as of 1st January 2017, with a valuation of £450,000. This was then revalued at £425,000 as at 31st December 2017. The valuations were based on the Directors' estimate of the market value, supported by valuations provided by Estate Agents. This is rented out to generate an income for the Charity. Following a desktop review, no revaluation was deemed to be necessary in 2019.

11 - DEBTORS

	2019	2018
	£	£
Due within one year		
Other Debtors	1,034,887	925,841
Prepayments and accrued income	53,910	42,926
	1,088,797	968,767
Due after one year but within 5 years		
Other	62,047	80,313
TOTAL DEBTORS	1,150,844	1,049,080
Included in debtors are beneficial loans as follows:		
Due within one year	26,112	27,795
Due after one year	62,047	80,313
	88,159	108,108

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

12 - CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
Tax and National Insurance	39,197	40,645
Deferred Income	43,634	10,399
Accruals	21,001	22,840
Trade Creditors	37,812	136,336
Other Creditors	49,823	58,222
Total	191,467	268,442

The movement in Deferred Income was:

	2019	2018
	£	£
Balance at 1st January	10,399	7,267
Amount released to incoming resources	(10,399)	(7,267)
Amount deferred in the year	43,364	10,399
Balance at 31st December	43,364	10,399

Deferred income comprises specific gifts given for projects or individuals where the expense is wholly restricted to 2020 or beyond.



13 - CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2019	2018
	£	£
Loans	53,100	53,100
Accruals	211,618	222,522
Total	264,718	275,622

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

14 - FINANCIAL INSTRUMENTS

	2019	2018
	£	£
Financial Assets measured at Amortised cost	1,096,934	1,006,155
Financial Liabilities measured at Amortised cost	140,735	247,658

Financial assets measured at amortised cost comprise other debtors.

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

15 - FINANCIAL COMMITMENTS

At 31 December 2019 there were total commitments under non-cancellable operating leases as follows:

	2019	2018
	£	£
Payment Due within:		
Less than one year	54,631	62,271
Over One year but less than five years	93,120	119,461
Five years and over	329,400	351,360
TOTAL	477,151	533,092

16 - CALLED UP SHARE CAPITAL

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

17 - STATEMENT OF FUNDS

	At 1 January 2019	Income	Expenditure	Utilised/ Transfers	At 31 December 2019
	£	£	£	£	£
Unrestricted					
Designated					
Asset Fund	2,539,072	-	-	(63,690)	2,475,382
UKNO	184,399	75,053	(184,158)	-	75,294
Total Designated	2,723,471	75,053	(184,158)	(63,690)	2,550,676
General	786,652	3,105,985	(2,964,805)	106,718	1,034,550
TOTAL UNRESTRICTED	3,510,123	3,181,038	(3,148,963)	43,028	3,585,226
Restricted					
UK Supporters for Fields Overseas	-	3,380,350	(3,380,350)	-	-
Relief of Sickness & Poverty	27,880	469,399	(463,454)	(3,300)	30,525
WACA	235,780	538,135	(456,224)	2,294	319,985
Special Projects	410,605	1,527,348	(1,687,008)	(30,095)	220,850
UKNO restricted - appeals	71,223	438,816	(431,695)	12,932	91,276
UKNO restricted - short term missions	(2,461)	84,672	(81,351)	-	860
UKNO restricted - other	143,191	254,322	(279,904)	12,325	129,934
Asset Fund	277,803	-	-	(34,456)	243,347
TOTAL RESTRICTED	1,164,021	6,693,042	(6,779,986)	(40,300)	1,036,777
TOTAL FUNDS	4,674,144	9,874,080	(9,928,949)	2,728	4,622,003

DESIGNATED FUNDS

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

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

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

- A new CRM project which is being reviewed in 2020.
- Legal fees which may arise from the application for the charity's visa sponsorship licence.
- National Impact fund – Monies set aside for distribution by the UK Executive as needs arise. Distributions from this fund will be made in 2020 and beyond.

RESTRICTED FUNDS

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

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

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

18 - ANALYSIS OF NET ASSETS BETWEEN FUNDS AS AT 31 DECEMBER 2019

	Fixed Assets	Net Current Assets	Long Term Creditors	Total
	£	£	£	£
Unrestricted Funds				
Asset Reserve	2,475,382	-	-	2,475,382
Designated funds		75,294	-	75,294
Other	437,087	862,181	(264,718)	1,034,550
Total Unrestricted Funds	2,912,469	937,475	(264,718)	3,585,226
Restricted Funds				
Asset Reserve	243,347	-	-	243,347
Other	-	793,430	-	793,430
Total Restricted Funds	243,347	793,430	-	1,036,777
Total	3,155,816	1,730,905	(264,718)	4,622,003
As at 31 December 2018				
Unrestricted Funds				
Asset Reserve	2,539,072	-	-	2,539,072
Designated funds	-	184,399	-	184,399
Other	434,358	627,916	(275,622)	786,652
Total Unrestricted Funds	2,973,430	812,315	(275,622)	3,510,123
Restricted Funds				
Asset Reserve	277,803	-	-	277,803
Other	-	886,218	-	886,218
Total Restricted Funds	277,803	886,218	-	1,164,021
Total	3,251,233	1,698,533	(275,622)	4,674,144

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

	2019	2018
	£	£
Net income/ (expenditure)	(52,141)	285,605
(Gain)/Loss on investments	(2,728)	(2,783)
Interest received	(8,715)	(5,667)
Depreciation	113,310	114,400
Gift in Kind donated	-	(9,359)
Loss on sale of fixed assets	21,939	1,076
Decrease in stocks	9,118	9,223
(Increase)/ decrease in debtors	(101,764)	(113,213)
Decrease in creditors	(87,878)	(190,098)
Net cash (outflow)	(108,859)	89,184

20 - RECONCILIATION OF NET CASHFLOW TO MOVEMENT IN NET FUNDS

	2019	2018
	£	£
Increase (decrease) in cash for the year	(137,248)	174,363
Changes in net funds resulting from cashflows	(137,248)	174,363
Opening net funds	847,248	672,885
Closing net funds	710,000	847,248

21 - ANALYSIS OF CASH AND CASH EQUIVALENTS

	Net Funds as at 1/1/19	Cashflow in year	Net Funds as at 31/12/19
Cash Deposits	233,722	14,798	248,520
Cash at Bank and in Hand	666,626	(152,046)	514,580
Loans falling due after more than 1 year	(53,100)	-	(53,100)
Total Cash and Cash equivalents	847,248	(137,248)	710,000

22 - SUBSIDIARY COMPANY

A subsidiary company, Relief Education and Development International ("RED International"), company number 05454980, was incorporated on 17 May 2005, to carry out Relief, Education and Development work. Charitable status was granted on 17 January 2006. This company ceased activities at the end of 2017 and had no transactions in 2018 and 2019. It was therefore dormant in 2018 and has since been dissolved on 29 January 2019.

23 - RELATED PARTY TRANSACTIONS

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

During 2010, a £10,000 loan was provided to the Alum Rock Hall Trust, an entity under the common control of the charity. At the end of 2019, £2,800 was due and is included with other debtors (2018 £2,800). OM has not paid any expenses on behalf of the Trust during the year (2018 £2,018) and at the end of 2019 an additional debtor of £11,291.36 (2018 £11,291.36) is included with other debtors.

Total aggregate donations by Trustees and connected persons amounted to £113,588 (2018 £123,088) given predominately to support OM work overseas in response to appeals for funds from them.

24 - PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £68,219 (2018: £45,144) were paid in the year. At the year-end £6,106 (2018: £4,570) was outstanding and included within creditors.

25 - STATEMENT OF FINANCIAL ACTIVITIES (2018)

Year ended 31 December 2018

INCLUDING INCOME AND EXPENDITURE ACCOUNT

	Unrestricted Funds £	Restricted Funds £	Total Funds £
INCOME			
Income from Generated Funds			
Donations and Gifts	3,056,602	7,706,935	10,763,537
Income from Investments			
Rental Income	18,000	-	18,000
Interest Income	1,564	4,103	5,667
Income from Charitable Activities			
Literature and Other Sales	4,121	20,763	24,884
Services to Overseas Partners	36,600	250	36,850
Other	173,299	146,450	319,749
Total Income	3,290,186	7,878,501	11,168,687
EXPENDITURE			
Cost of Generating Funds			
Fundraising Costs	459,475	-	459,475
Charitable Activities			
Education and the Advancement of the Christian Faith	893,122	211,127	1,104,249
Support for Overseas Partners	1,813,866	2,290,138	4,104,004
Direct Payments	21,829	5,196,308	5,218,137
Sub Total Charitable Activities	2,728,817	7,697,573	10,426,390
Total Expenditure	3,188,292	7,697,573	10,885,865
Net Income/(Expenditure)	101,894	180,928	282,822
Gain on sale of Investment Property	2,783	-	2,783
Transfer of funds	751	(751)	-
Net movement of funds	105,428	180,177	285,605
Fund Balance brought forward 1 January 2018	3,404,695	983,844	4,388,539
Fund Balance carried forward 31 December 2018	3,510,123	1,164,021	4,674,144