



EVANGELICAL MISSION ASSOCIATION

ALSO KNOWN AS GLOBAL CONNECTIONS

(A COMPANY LIMITED BY GUARANTEE)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31 DECEMBER 2017**

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REFERENCE AND ADMINISTRATIVE DETAILS FOR THE PERIOD ENDED 31 DECEMBER 2017

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 Agencies 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:

Rev Ray Porter (chair)	Dr Peter Rowan
Ms Deborah Kong (Treasurer)	Mr Gary Sloan
Ms Jenny Brown	Mr Alan Tower
Mr Andy Dipper	Mrs Laura Treneer (appointed September 2017)
Rev Mark Lees	Ms Ruth Whitaker
Mrs Caroline Millar (appointed September 2017)	

Council

The following individuals, together with the Trustees, served as Council members during 2017:

Mr Kent Anderson	Mr Steve Fouch	Rev Peter Oyugi
Mr David Baldwin	Rev Leigh Goodwin	Mr Mark Pickett
Rev Dr Paul Baillie	Ms Judy Hanson Taylor	Rev James Poole
Mr Mark Billage	Mr Edward Issitt	Mrs Natasha Rayan
Mr Girma Bishaw	Mr Chris Kidd	Mr Gordon Scoble
Dr Peter Brierley	Dr Ian Kirby	Mr Robert Scott
Rev Andrew Chard	Dr Harvey Kwiyani	Rev Steve Smith
Mrs Lesley Cheeseman	Mr Paul Lapworth	Dr Gordon Temple
Rev Peter Cockrell	Canon Andy Lines	Dr Rosalee Velloso Ewell
Mr Derek Copley	Mr Henry Lu	Mr Phil Walter
Ms Cindy Crossley	Mr Andy Martin	Rev Brian Wakelin
Mr Gordon Darragh	Mr John McLernon	Dr Chris Wigram
Rev Peter Dunn	Mr Ivan Neira	Ms Abigail Willetts
Mr Stephen Elliott-Lockhart	Rev Israel Olofinjana	Mr Kevin Wren
Mrs Louisa Evans	Rev Siew Huat Ong	

Company Secretary

Mr Evan Winter

Officers

Honorary President:	Rev Stanley Davies
Chairman of Board:	Rev Ray Porter
Hon Treasurer:	Ms Deborah Kong
Team Leader:	Mr Evan Winter

Registered Office

Caswell Road, Leamington Spa, CV31 1QD

Correspondence Address

Caswell Road, Leamington Spa, CV31 1QD

Independent Examiner

Paul Holland (FCMA), 144 Old Station Road, Hampton in Arden, Solihull, B92 0HF

Bankers

1. Santander, Bridle Road, BOOTLE G1R 0AA
2. Barclays Bank plc, 29 Borough High Street, LONDON SE1 1LY
3. CCLA Investment Management Ltd, Senator House, 85 Queen Victoria Street, LONDON EC2V 6DZ

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 DECEMBER 2017

The Trustees have pleasure in presenting their report and accounts for the year ended 31st December 2017.

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

1.1 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 N Ireland Office is called Mission Agencies Partnership. 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 2017 is listed on page 1. The term of office is three years and each Council member is eligible to serve for three terms. Their role is to approve the overall vision, mission and values for the network and debate significant policy and missiological issues. They elect the Board of Trustees in accordance with the Articles of Association. The Council met twice during 2017.

1.2 The Board: The Board of Trustees, who held office during 2017, are listed on page 1, Legal and Administrative Information. There are currently eleven Trustees, all of whom have been given 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.

1.3 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 five times during the year (including an overnight retreat), as well as participating in Council meetings and other network events. There are two advisory committees looking at finance (including monitoring the pension and affinity schemes) and a nominations committee for Council and Board membership. A further subgroup was formed to conduct the recruitment of a new Executive Director following the resignation of Ms Anna Bishop.

The Trustees approve and monitor the charity's strategic objectives and allocate 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 have a clear procedure that if there is a potential conflict of interest on any matter, the Trustee with the 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.

1.4 Risk Management: Reviews of risk management are regularly monitored and formally reviewed annually by the trustees. This process seeks to identify all risks to which the charity is exposed, especially seeking to identify all the major risks, to ensure that systems are in place to mitigate them. The Trustees are satisfied that adequate contingency plans appropriate to an organisation of its size are in place to lessen the effects of such risks. A risk register listing the principal identified risks 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.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 DECEMBER 2017 (CONT'D)

2. OBJECTIVES AND ACTIVITIES

The purpose for which the charity is established is to maintain, advance and promote the Christian faith throughout the world by such means as the Trustees shall think fit. As a membership network, Global Connections has always sought to do this through strengthening and improving the practice of the network 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.

The current Mission Statement is: Global Connections' mission is to be **a growing, vibrant network of UK churches and agencies, linked together for resources, learning and representation** in order to **serve, resource and develop churches in their mission** so that the overall vision of **'Mission at the heart of the church, church at the heart of mission'** can be realised.

The stated strategic priorities are written to reflect more clearly an emphasis on desired outcomes rather than activities. The outcomes expected are that:

1. The Global Connections network is a learning community
2. Christians are helped to find their vocation in life
3. Member agencies operate more effectively
4. The UK Church is empowered in its involvement with mission
5. Global Connections is proactive in developing the missiological agenda for the network
6. Global Connections is well known and highly regarded for its expertise and support of world mission
7. Global Connections is efficiently and effectively run

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. Specifically, the Trustees assess how planned activities will contribute to the aims they have set by reviewing the impact they have had.

As a network organisation, the Trustees consider that the main beneficiaries are organisations involved in mission activities (cross-culturally in the UK and around the world). Each of the priorities above 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, usually downloadable from the website. 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 world mission activities, and by the provision of high quality resources that bring wider public benefit.

3. ACHIEVEMENTS AND PERFORMANCE - REVIEW OF 2017

The Trustees are committed to improving the organisation'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.

During 2017 some of the major priorities were:

- *Expanding the network by attracting new members* – During the year 35 new groups joined the network – a total of 145 new members over the past 5 years.
- *Continuing to develop and adapt the various interest groups* – Much staff time and effort goes into running the forum (interest group) programme of 26 events with a total attendance of 917 people during 2017.
- *Passion for Mission event* – 250 people attended this event held in All Souls Church, London.
- *CRIB (Christian Response to Islam in Britain) conference* – 132 people attended this biennial event.
- *Regional Representative Groups* – a number of these exist in various locations and a staff worker is allocated to liaise with each group. The aim is to help the groups learn from each other, share resources where appropriate and co-ordinate engagement with Universities and Churches, some have adapted GC and their location in their title. A further meeting with CEOs and the regional representatives was held in November.
- *Collaboration* – following an initiative by a number of CEOs there have been further discussions on means and methods of closer collaboration between some of our members.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 DECEMBER 2017 (CONT'D)

- *Christian Vocations* – Vacancy advertising continued to grow with an increase of 7.5% over 2016. Since 2014 this has grown by 71.5% in total.
- *Resource provision* – the pension scheme with Zurich UK and retirement plan with Zurich International both continued to grow under the guidance of Succession (formerly Prosperitas Financial Solutions Ltd). Bluefin (previously MasterPolicy) provided Tour Operators Liability and Financial Failure Liability insurances. Membership of the group private medical scheme through Talent Trust Consultants (underwriter - AETNA) has continued to grow at a slow pace.

The rest of this report looks at some of the goals that were set in each strategy area, as well as the key indicators, highlights and their impact on the network of mission organisations that we represent.

3.1 A learning community

The Trustees believe that one of the main ways they can bring maximum influence throughout the network is by organising forum meetings 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:

- Senior leaders continue to be drawn together in what could be termed 'active learning sets' with the departure of Martin Lee these have become self-sustaining.
- The two camps for Third Culture Kids were very popular with 72 adults and young people attending.
- Events to examine the ramifications of new General Data Protection Regulations were attended by 70 people in London and 100 people in Belfast (co-hosted by Evangelical Alliance).
- A number of members are actively working together to explore a number of areas where collaboration could bring mutual benefits.

3.2 Vocational help and advice

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

- Advertising vacancies through JobFile which increased by 7.5% during 2017, a total of 737 advertisements. This has a major impact within the Christian community as it is the main vacancy advertising medium in that sector within the UK.
- Using both staff and volunteers we displayed ServiceStation exhibition at 7 major Christian conferences and festivals.
- The main publications have undergone major redesigns to direct people to the online information. SERVE Short Term had a print run of 6,000 and iSERVE a print run of 12,000.
- Web page viewings for UK jobs increased by 4.7% and 8.6% for International opportunities while decreasing by 3.4% for short term opportunities. A joint advertising arrangement has been established with Christian Camping International.

3.3 Support of members to operate more effectively

- Many in the network use the Banner and Bluefin travel and medical insurance schemes and Global Connections continues to work with these two companies to ensure high standards.
- The provision of pension schemes for the network remained a key resource. The auto enrolment (AE) compliant group pension scheme with Zurich UK and a savings plan for people working outside the UK with Zurich International continue to be widely used. By the end of the year there were 51 member organisations in the UK scheme with 978 members and 37 organisations belonging to the international scheme with 1557 members. Returns on both schemes have out-performed industry benchmarks.
- There have been a number of requests for assistance at both governance and strategic development levels. This is very time-intensive work but can bring great added value to members. Some of the staff team serve as trustees with a number of our members.
- Following the closure of Interhealth we have been proactive in drawing together and publicising a number of groups that are providing similar services.

3.4 The UK church is empowered in its involvement with mission

- The Code of Best Practice for Church to Church partnerships continues to be of good help to those who use it.
- We have been interviewed by UCB on mission / vocational issues for their broadcasts.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 DECEMBER 2017 (CONT'D)

- We helped arrange the GOfest missions conference (in partnership with 6 of our members) at Moorlands College attended by just under 200 people.
- Collaborating with the Evangelical Alliance, South Asian Concern and London City Mission 900 people attended a Movement Day – we helped organise a track to train people in local cross-cultural mission.

3.5 *Global Connections is highly regarded for its expertise and support of world mission*

- The council composition is designed to hear from outside the UK on the missiological agenda.

3.6 *Global Connections is proactive in developing the missiological agenda for the network*

- The Passion for Mission event in June 2017 was attended by 250 people. It was used as an opportunity to thank Martin Lee for his faithful service and to commission Anna Bishop to the role of Executive Director. Unfortunately Anna felt it necessary to resign from this position in November 2017. Evan Winter as Operations Director is acting as Team Leader in the interim until a new ED is appointed.
- Two blogs are published on a regular basis using both staff and members from the network.

3.7 *Global Connections is run effectively*

- During 2017 all regulatory reports and returns were filed within set deadlines.
- The Board undertook a review of all its policies to ensure that it was up to date in areas such as safeguarding, investments, HR, reserves, handling complaints, anti-bribery and whistleblowing.
- There has been quite a lot of change within the staff team, Martin Lee leaving, Anna Bishop joining and then leaving, Lindsay Moorhead and Nicoleta Mezei returning from maternity leave with Laura Prime and Aneta Dabek leaving after providing maternity cover. We also appointed Jill Marrs to work in the Belfast office for 15 hours per week
- A basic First Aid training course was provided for all the staff.
- We have commenced working with a volunteer on researching and submitting trust fund applications.

4 FINANCIAL REVIEW

4.1 Financial Results: Total income decreased by 6.3% from £475,287 to £443,768, due mainly to (1) GC having held its own conference in May 2016 with income of £21,150, while there was no comparable income in 2017, and (2) the expected reduction in personal support income through leadership changes. Total expenditure decreased by 5.3% from £466,174 to £441,452 in 2017, mainly due to the lack of a national conference in 2017. The overall 2017 result was a small surplus of £2,317. The continuing operations of the unrestricted (general) fund have been sustained by the encouraging growth of Job File as a means of service and source of income, and the personal support received for staff, especially senior leaders. However the prospect of further loss of substantial personal support through leadership transitions reminds us as Trustees of our dependence on God and to be grateful for His provision of sufficient funding.

Restricted funds activity is dominated by funding of GC staff by restricted donations and the work of MAP in Northern Ireland, both of which are part of the core budgeted activity of GC.

4.2 Reserves Policy: Free reserves are those unrestricted funds not invested in fixed assets nor designated for specific purposes or otherwise committed. The Board policy is to maintain free reserves of two months' budgeted expenditure from unrestricted funds (including all staff salaries, even if funded by restricted donations), which is £64,300 in 2018. Unrestricted funds (excluding fixed assets and designated funds) increased over the year to £96,543, which equals three months' budget. The 2018 budget projects a similar free reserve level at 2018 year end, but realistic projections indicate reduction to our target level in the following years. Results and reserves are reported quarterly to the charity's Finance Advisory Group, and monitored on a regular basis by the charity's Treasurer and Executive Director.

4.3 Going concern: The trustees regularly review the medium term financial projections for the charitable company, particularly now in a period of transition of executive leadership. They are satisfied that the company is in good financial health and the going concern basis is appropriate for their accounting.

4.4 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 CCLA.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 DECEMBER 2017 (CONT'D)

5. FUTURE PLANS AND ACTIVITIES

Following discussions with Board, Council and staff, a number of strategic priorities have been identified which are being reworked into outcomes and action plans:

- The board aim to recruit a new Executive Director with a starting date around the middle of the year.
- Recruitment for a new Operations Director towards the end of the year.
- Continue to expand the network further through additional member agencies who would benefit.
- Continue to develop and adapt the various interest groups and events, in particular resourcing the new Governance Hub as well as organising specific one-off events as needs arise.
- Increase our presence at exhibitions at a range of Christian events and promote partner events designed to help churches and individuals take mission seriously.
- Support the work of MAP in Northern Ireland as well as developing closer links with the other regional groups.
- Help the network and churches to engage in more mutually creative and beneficial ways.
- Continue to assist partner networks in Europe.
- The identification of further standards and codes that the community wishes to see in place.

6. 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:

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

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

In so far as the trustees are aware:

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

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

The Trustees' Report was approved by the Trustees on 17 May 2018 and signed on their behalf by

Ray Porter (Chair)

Date:

INDEPENDENT EXAMINER'S REPORT TO THE EVANGELICAL MISSION ASSOCIATION ("GLOBAL CONNECTIONS")

I report on the accounts of the company for the year ended 31st December 2017, which are set out on pages 8 to 15.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees (who are also Directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144(20) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity is required by company law to prepare accrual accounts and I am qualified to undertake the examination by being a qualified member of the Chartered Institute of Management Accountants (CIMA). Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145 (5)(b) of the 2011 Act), and
- to state whether particular matters have come to my attention.

Basis of Independent Examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts represent a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006;
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed

Date.....2018

Name: Paul Holland

Relevant professional qualification(s) or professional body (if any) FCMA

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