LATIN LINK

England & Wales · Charity number 1020826

Details

Other names	LATIN PARTNERS, Latin Link B & I, Latin Link Britain and Ireland, Latin Link Ireland, Latin Link Scotland
Status	Registered
Legal form	Charitable company
Company number	02811525
Registered	1993-05-12
Register	View on the Charity Commission register

Contact

Address	Latin Link 87 London Street Reading RG1 4QA
Phone	01189577100
Email	info@latinlink.org.uk
Website	www.latinlink.org.uk

Activities

Objects: The Objects of the Charity are:-3.1 to advance the mission of Christ, principally in and from Latin America and also amongst Spanish and Portuguese speaking people elsewhere in the world and in particular (but without limitation to the foregoing) to join in evangelism, church-planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America; and 3.2 the relief of those who are suffering hardship or injustice by reason of their physical, social, environmental or economic conditions, including working to prevent the causes of such hardship and injustice. Any change to the Objects is subject to consultation with the wider Latin Link mission community.

Activities: Our vision is to see vibrant, Bible-believing Christian communities in Latin America, impacting their neighbours, their societies and the wider world. We work in partnership with churches to send and receive individuals, families and teams to share the love of God by caring for street children, training church leaders, supporting university students and generating employment opportunities.

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Classification

- **How:** Provides Human Resources, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Religious Activities, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups

Geography

- **Area of benefit:** PRINCIPALLY IN LATIN AMERICA
- Argentina
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- Guatemala
- Ireland
- Mexico
- Northern Ireland
- Peru
- Scotland
- Spain
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,895,334	£1,795,162	£2,493,689	38
2024-03-31	£1,927,490	£1,769,470	£2,393,517	36
2023-03-31	£1,744,007	£1,669,340	£2,235,497	33
2022-03-31	£1,674,011	£1,702,514	£2,160,830	38
2021-03-31	£1,893,782	£1,822,596	£2,189,333	37

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Trustees

Name	Role	Appointed
Joanne Jowett	Chair	2019-06-06
EDUARDO JUAN HARRIS		2021-11-25
EVAN WINTER		2019-09-05
Ivan Carlos Neira		2020-12-03
Jennifer Anne Brown		2026-02-26
Nicholas Addo		2024-09-12
Nicole Gleghorne		2022-01-20
Rev Charles Douglas		2022-01-20

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LATIN LINK

England & Wales - Charity number 1020826

Accounts

ANNUAL REPORT
LATIN LINK 2024-25

REPORT AND FINANCIAL STATEMENTS
OF THE TRUSTEES FOR THE YEAR
ENDED 31 MARCH 2025



Latin Link
COMMUNITY WITH A CALLING



Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

Report and financial statements of the trustees for the year ended 31 March 2025.

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2025.

This report also contains the information required by the directors' report under company law.

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WELCOME

LATIN LINK ANNUAL REPORT 2024-25

Individualism is a prominent feature of contemporary society, and whilst it may offer benefits for some, such as personal freedom, independence, and creativity, it can also have a destructive impact, causing a lack of social cohesion, the erosion of collective responsibility, and increased social isolation and loneliness. As such, individualism is not a healthy feature in the context of the body of Christ.

To borrow a quote from a recent edition of our magazine ***Latinfile***: "The interconnected strands of sending and receiving churches, of prayer and financial supporters, of country teams and of members' ministries, come together to create a rich tapestry that reflects the diversity and depth of God's global family." This is a picture of the Latin Link community, but it also offers a snapshot of the Church as a whole.

Scripture emphasises the concept of 'stronger together' through the idea of interdependence and interconnectedness. The early church in Acts provides a powerful example of this as seen in Acts 2:42. This passage describes the believers' devotion to the apostles' teaching, fellowship, breaking of bread, and prayer. They shared their resources, cared for one another's needs, and prayed together, creating a strong and supportive community that reflected the love of Christ. This example demonstrates that genuine community involves not only shared faith and worship but also practical support, fellowship, and mutual accountability – the kind of unity and cooperation that amplifies individual efforts and creates a more effective and resilient whole.

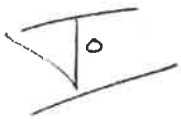
Our Britain and Ireland team continue to work to reflect this, serving tirelessly to support our members, engaging with the Church in Britain and Ireland, and ensuring our supporters are regularly kept up to date with what God is doing through the work of Latin Link. On behalf of the trustees, I want to thank our brilliant team for all their hard work and commitment.

As part of the more extended team, our trustees continue to give oversight to our work, navigating the multiple challenges of governance in these complex times. Sadly, we said goodbye to Richard Stainton last year as he came to the end of six years as a trustee; we're so grateful for the contribution he made in that time. I'm pleased to say we welcomed Nick Addo as a new trustee and we're already benefitting from his input. As part of our ongoing commitment to strong and inclusive governance, we continue to welcome expressions of interest from individuals who could contribute to the work of our Board of Trustees. If this is something you would be interested in, please get in touch.

I want to thank you, our readers and supporters for the part that you play, too. Every story that we tell demonstrates how your generosity in prayer and finance is making an impact for God's kingdom. Thank you for continuing to stand with us in serving God's mission.

God bless,

Jo Jowett
Chair of Trustees







OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

To advance the mission of Christ, principally in and from Latin America and also amongst Spanish and Portuguese speaking people elsewhere in the world, and in particular (but without limitation to the foregoing) to join in evangelism, church-planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief of those who are suffering hardship or injustice by reason of their physical, social, environmental or economic conditions, including working to prevent the causes of such hardship and injustice.

VISION STATEMENT

Our vision is to see vibrant, Bible-believing Christian communities in every part of Latin America, impacting their neighbours, their societies and the wider world.

WHAT WE DO

The charity works in partnership with churches to send and receive individuals, families, and teams to and from Latin American communities, to share the love of God.

This takes place through three programmes:

Step: short-term mission and discipleship programme for teams, lasting 3–16 weeks

Stride: placements for individuals, couples or families, lasting 6–24 months

Stay: open-ended placements lasting three years or more. This longer-term commitment follows on from a two-year Stride.

In all three programmes, our members are involved in helping local churches and Christians to meet a diverse range of needs, from caring for children at risk to training church leaders; from supporting university students to generating employment opportunities.

This is a reflection of our commitment to integral mission; we believe that sharing the gospel includes addressing both physical and spiritual needs.

Key to our work is partnering with Latin American Christians for the advance of the mission of Christ, principally by placing people strategically in ministries of Mission Mobilisation; the Reduction of Bible Poverty; and the Increase of Human Dignity.

We seek to enable the Latin American church, flourishing in depth and numbers, to better fulfil its mission in the world.

VALUES

Our mission springs from a desire to be involved with God in his work, and to bring honour to him. We believe that enabling people to follow their heart to fulfil a calling is how God uses Latin Link to achieve his purposes.



WHERE WE WORK

The major area of activity is the placement of people on an ongoing basis in Latin America and Europe, to work alongside local partner churches and Christian organisations.

In the year 1 April 2024 to 31 March 2025, Latin Link Britain and Ireland had 64 Stay members serving alongside the local church in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America) and in Britain, Ireland and Spain (in Europe). This does not include UK office and regional staff, who are also Latin Link members.



ACHIEVEMENTS AND PERFORMANCE

INTRODUCTION

Latin Link is a mission organisation, facilitating individuals, families and teams to share the love of God, with communities across Latin American and Europe. We enable Christians to live out their God-given calling to introduce others to Jesus, so they can come to know his life-transforming love and power.

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focussing particularly on communities affected by poverty and injustice.

In the following sections, we will provide examples of the work being achieved through each of our three programmes. We hope that these give a flavour of the breadth and impact of Latin Link's ministry.

Latin Link
COMMUNITY WITH A CALLING



STAY PROGRAMME

Latin Link's Stay programme is designed for committed Christians who feel a call to longer-term mission. Stay members have previously completed Latin Link's Stride programme.

41 Members in Latin America

16 Members in Britain and Ireland *(p. 11)*

7 Members in Spain

STAY PROGRAMME 2024-25

Stay members commit to using their skills and experience for longer-term service, investing time in building relationships to see a real impact on the individuals and communities with whom they serve. They partner with the local Latin American church in a wide variety of different ministries. Overall, this has been a positive year for the Stay programme, though the number of individuals applying to be Stay missionaries is still lower than it used to be. It is also fair to say that the length of time long-term missionaries serve for has declined over the last few decades.

Stay members have continued serving in a range of activities. Their work ranges from training church leaders to supporting vulnerable children, from prison ministry to schools' work, and from creation care to church planting. It is encouraging to see not only the impact that Stay members sent from the UK to Latin America are having but also the significant impact Latin American members who have come to work in the UK are having in the churches they serve in. During the year we have seen an increase in those who feel called to serve in Spain and expect the Latin Link team there to grow.

In the stories below we have provided a flavour of the type of work Stay members are involved in.





LAURA'S STORY

Laura Sanlon is a Stay member with Latin Link, based in Belfast, Northern Ireland. Laura serves as Diaspora Research and Development Manager for Latin Link. Her research involves locating churches started by different nationalities in Britain and Ireland (called diaspora churches) and connecting with their leaders. She also researches established churches where different nationalities have settled, particularly those from Latin America.



Laura spends time connecting with church leaders and seeks to encourage them in their vision for mission, locally and globally, and seeks to connect them with other local church leaders.

Laura serves on several teams and committees helping encourage mission and plan events and gatherings. She is also involved with a group helping organise intercultural leaders' gatherings, where diaspora leaders can connect with local ministry leaders to build relationships and share their experiences.





Throughout the year Laura regularly attends conferences across Europe to help bolster her research and to connect with more diaspora churches. Laura is also apart of Lausanne Europe and volunteers weekly in a hospital and hospice as a volunteer chaplain.

Laura is currently carrying out a Guided Research Project at Oxford Centre for Mission Studies (OCMS) with a specific focus on Ireland and the diaspora churches and people from different nationalities settling into local churches. She is seeking to discover the extent of this landscape and to understand what God is doing through the diaspora movement, and in turn strengthen churches in their engagement with mission.

To find out more about Laura's work amongst diaspora churches you can watch an interview with her here:







KATY'S STORY

Katy Griggs is the Latin Link Ecuador Team Leader and has been based in Santo Domingo de los Tsáchilas for over 20 years. Katy is involved with two local projects, Orphaids and *Vida en Abundancia* (Life in Abundance), and also supports the evangelism ministry at *Primera Iglesia Bautista* (First Baptist Church).

Orphaids was set up by former Latin Link missionaries John and Brenda Hart to provide support to people infected with or affected by HIV/AIDS, care for children whose parents have died as a result of HIV/AIDS, and also work in the area of prevention. Katy said of her work with the project:

"Since the start of my involvement with Orphaids back in 2001, my main role has been in supporting the children and teenagers who live in the children's home on a practical level. In recent years, and particularly during the pandemic, this largely involved helping them with schoolwork. I have also kept in contact with several of the young people who have left the children's home over the years, and try to support them in different ways when they reach out for help. For a number of years, I have also served on the local board of trustees, previously as the secretary and then as the president and legal representative, and currently as treasurer."

The *Vida en Abundancia* charity seeks to help improve the quality of life of people with disabilities and their families, focussing particularly on children and teenagers with learning disabilities through its *Habilidades para la Vida* (Skills for Life) programme, and for women suffering from, or at risk of, domestic violence through the Hadassah project. Katy supports these projects by coordinating funding, helping as a classroom assistant, and also by serving on the local board of trustees.

Through her experience of being a trustee of an NGO in Ecuador, Katy has also helped set up the legal organisation for another project, Artizan Ecuador. This project trains local people with disabilities to make craft products whose sale provides local people with much needed income.

SERVING IN BRITAIN AND IRELAND

Alongside sending members to Latin America and Spain, Latin Link facilitates Latin Americans to serve across Britain and Ireland. We firmly believe in the effectiveness and importance of multi-directional mission, where God calls and sends people from all nations to use their gifts in a cross-cultural setting.

Between April 2024 and March 2025, we had 16 members serving throughout Britain and Ireland in a variety of placements. This year, we have been greatly encouraged by how God has used our members in their local ministries, and one such example is through the ministry of Raquel Lima.

Raquel is originally from São Paulo, Brazil and is currently serving as a Stay member in Chard, Somerset. Raquel works with Forefront Community Church as their Youth and Community Worker. Her role allows her to directly impact the lives of young people in the church community, fostering their spiritual and personal growth. Raquel also invests time nurturing the spiritual development of Portuguese-speaking young people and children living in Chard and the surrounding area.

A key function of Raquel's ministry involves overseeing Youth Alpha, a programme through which she gets to invest in and disciple young people, encouraging them to deepen their relationship with God. Through her work in this area, Raquel has had the opportunity to establish a Christian Union within a local school which has been a great encouragement to all involved and has also provided opportunities to share the gospel with other students.

Raquel is also passionate about equipping young people to step into the story of God's mission. This has included taking a group of young people on a mission trip to Loches, France in partnership with local churches there. Experiences like this help provide a unique opportunity for young people to engage in cross-cultural ministry through serving alongside other followers of Jesus.

An ongoing need that the Latin Link team has identified is the development of church partnerships, to inspire more churches across Britain and Ireland to consider receiving and hosting mission workers, and to commit to supporting them. There is no shortage of Latin Americans, like Raquel, with a call and desire to serve here, but there are a limited number of placements available.



"I know how important it is to have support to discover your calling and in serving God and to know him more, and that's the reason I am really passionate about working with young people [in Chard]. It's a really important time of our lives to receive that support which will help us in our long-term walk with Jesus."

You can hear more from Raquel about her ministry as a Stay member in Chard, Somerset by watching her video:



STRIDE PROGRAMME

Using individual skills and giftings, Striders are generally based in a project for between 6 and 24 months (shorter medical electives are available). Even in the shorter placements, Striders find that they can have a big impact– as well as being greatly impacted themselves.

STRIDE PROGRAMME 2024-25

Step (see page 14) and Stride continue to operate well together and we are pleased to see this as an effective way for people to explore a potential longer-term calling to mission in Latin America.

The increasing number of applicants to the Stride programme is encouraging, as is the fact that some Striders are considering long-term service. Our hope and prayer is that the programme will continue to grow over the next year.

During the 2024-2025 financial year we sent eight new Striders to Latin America. They served in Argentina, Brazil, Chile, Colombia, Ecuador and Guatemala. We have had a good mix of language students and health professionals as well as others.



The cost of living continues to be a challenge to those who wish to serve on the Stride programme but we are thankful this seems less of an issue than in previous years.



Read on to hear about the experience of two of our Striders Joy Brixey and Nathan Phillips.



JOY'S STORY

Joy Brixey completed a Stride placement in Santo Domingo, Ecuador in 2024. Joy used her studies and experience in art to support and develop materials for two projects: *La Orquídea* (The Orchid), which works with adults with disabilities, to help them to develop skills to live more independently; and *Vida en Abundancia* (Life in Abundance) in their "skills for life", project working with children with learning disabilities.

Latin Link supported Joy on her Stride journey from helping her prepare for her placement to support in country. Joy said of her experience on Stride:

"My main role was to help, support and collaborate as creatively as possible. I ran workshops, led projects at the school and used art as a form of educational development. I also served as part of the outreach team in the local church.

Ecuadorian culture is very family orientated and nowhere near as individualistic as the UK. So, I learnt a lot about how Latin Americans live in community and support each other.

During my placement, I felt God working on my heart and reviving my spiritual life; I am more stuck into his word and more persistent in prayer. My faith has matured massively, and I find myself having more of a desire to share the gospel boldly.

I would recommend Stride to anyone who is thinking about mission. It is a great way to get a real taste of what being a 'missionary' is like and to use whatever gifts God has given you in service for him in a new setting and language."



NATHAN'S STORY

Nathan Phillips is from Cardiff, where he works as a physiotherapist, whilst also serving in his local church. Nathan felt a call to serve God intentionally and cross culturally which led him to being in contact with Latin Link and start a Stride placement in Salta, Argentina, in 2024.

Nathan has been based at San Andres Church in Ceferino, Salta, where he has been serving with the homeless outreach team and supporting running the youth and children's group. Nathan has been encouraged by opportunities to pray for people through the homeless feeding programme he is involved with:



"You see a lot of similar faces each week which enables you to build trust resulting in opportunities to pray for them.

Many of these people come with complex backgrounds and are living in very difficult situations and hearing their stories can be challenging. Because of the relationships that have been built people feel comfortable sharing with us and being very open and honest."

Nathan has also been assisting with the football club in Ceferino which a young person from the church started three years ago with the idea of "more on the (football) field, less on the streets".

The project is aimed at getting kids off the streets and educating them about positive values, behaviours and attitudes, as well as providing opportunities to share the gospel and being a link to the local church. The football club started with 13 children and now over 100 young people are involved weekly.

"...You can see the impact it has had on the community. The majority of these kids come from broken homes and very difficult situations. However, at the club, they learn values and more about the love of Christ. It has been class to make a start with these guys and see relationships grow already in the club and in the team."



STEP PROGRAMME

Step is Latin Link's short-term mission programme for teams. Step teams share God's love in a very tangible way as they live and work alongside Latin Americans, offering their support through practical and community-based projects

STEP PROGRAMME 2024-25

Working closely with Latin Link's in-country Short-Term Coordinators, Step teams are assigned to a variety of projects, with an emphasis on working in partnership with the local Latin American church. These projects are very varied, ranging from evangelistic outreach via sport or on the street; social action such as building churches and feeding programmes, or holiday Bible clubs for local children and youth.

Step projects are arranged where Latin Link Stay members are already working, or with projects that they have contact with and knowledge of. They are run in partnership with local churches and other non-government organisations, with similar mission objectives. By always having the bigger picture in mind, we ensure that Step feeds into longer-term, sustainable mission, and that it addresses both physical and spiritual needs.

From April to July 2024, ten Steppers finished off their placement, serving two projects in Guatemala. Uncharacteristically for Latin Link, we did not run any teams in Summer 2024, due to us feeling called to wait for the right changes in our staff to organise the programme.



Our new Step Coordinator, Jemima, joined us in August 2024 and headed up our Spring 2025 programme. A team of eight came together to serve local churches and outreach projects in Ecuador and Colombia.

In 2025, we are celebrating 40 years of our Step programme! As we thank God for the impact that Step has had over the last 4 decades, both locally and personally for those who participate, we look hopefully to the future, as a priority for Step continues to be to give a broader understanding of cross-cultural mission. We hope that some may be inspired to follow in the footsteps of many former Steppers and respond to a longer-term calling to Latin America.

STEP TEAMS 2024-25

Below are some excerpts from our Step Teams' reports to give you a flavour of what they got up to.

GUATEMALA 2024

"On Tuesday we held another of our English classes, with five kids attending as well as the Pastor. We taught a variety of basics including numbers, animals, and emotions. It was really cool seeing the kids learning and picking up words – we can really see their progress from the first week. The team was also fab at leading it, taking it in turns to lead different parts.

Some of us were able to join the Pastor on some prayer visits on Wednesday. First we prayed for a retired Pastor called Francisco – we chatted for a while, sang "This Is Amazing Grace" (*Gracia Sublime Es*) and read out Psalm 139 as an encouragement.. After a time of prayer and music we were asked to sing, so we sang "*Abre Mis Ojos Oh Cristo*" (Open The Eyes Of My Heart Lord) a capella! The Pastor did a sermon as well. It was encouraging to see how God moves in so many different ways and we were reminded of the power of prayer".

ECUADOR AND COLOMBIA 2025

"The service was beyond special. Leading the worship was amazing; we got to dance, teach them the actions to My Lighthouse, but overall praise and glorify the Lord. After the inspiring talk we were invited on stage for a goodbye send off and we got to express how grateful we were to the church and every single person in it for their generosity, kind heartedness and welcoming us as part of their family. This church has blessed us in ways we couldn't imagine and we just want to thank God for working so strongly and visibly through them.

After church we played more football and basketball in the rain and then we were invited to the pastor's house where the entire church showed up to cook for us and play games with us which was so special. This night ended in quite a few emotional goodbyes as well as the whole room dancing together to worship music which was the most joyous scene ever. We will forever be grateful to this church, their dedication, but mostly to God, because of this opportunity he has presented us with, how he has been with us every step of the way out here and has filled our hearts with love and a passion for serving Jesus Christ".









DEAF STEP TEAM



For many, the idea of a Latin Link Step team evokes images of people audibly sharing their faith with local communities. However, over the past 28 years Denise and David Flynn have been leading Step teams primarily composed of Deaf individuals from Britain and Ireland to minister specifically to Deaf communities across Bolivia.



Starting with a small team of six in 1997, this initiative, known as Deaf Step, is set to reach 100 participants with its 10th team in 2025.

The impact of these Deaf Step teams in Bolivia has been transformative, offering hope to Deaf individuals, their families, and the wider community. In a context where Deaf individuals often face marginalisation and negative stereotypes, the presence of Deaf Step team members from Britain and Ireland has been revolutionary.

Teams over the years have included Deaf team members qualified as electricians, builders, carpenters, and other vocations. Their skills and presence have provided tangible evidence of the bright futures possible for Deaf individuals, challenging misconceptions, and showcasing to the local community that being Deaf is not a barrier to achievement and responsibility.

The practical projects undertaken by the Deaf Step teams have also left a lasting positive impact on the Bolivian Deaf community. This has included the construction of a modern three-storey building, aided by various Step teams, which serves as a central hub for sharing the Gospel amongst the Deaf community and offering expertise in supporting Deaf individuals. These tangible contributions demonstrate the holistic approach of all Latin Link's programmes which seek to address both spiritual and practical needs.

The ongoing collaboration between Deaf communities in Bolivia and Britain and Ireland, facilitated by Denise and Alberto, a local pastor has been crucial to the ministry's success.

The work of Denise, David and the Deaf Step teams serves as a powerful testament to the abilities, faith, and transformative potential within the Deaf community. Their unwavering dedication has brought tangible hope and empowerment to countless lives in Latin America, demonstrating that language is no barrier to spreading the good news of the Gospel.



"For myself and the Deaf community, we realise how important it has been to have the Deaf Step teams from the UK visiting us here in Cochabamba. We have benefitted much and also learnt a lot from each other. The first group that came focussed mainly on building work because several in the team were professional builders. The last group that came focussed on health and safety in the church kitchen and how to lead Deaf worship, which is very distinct. Because the groups that have come have been Deaf, it has meant that communication has been much easier than receiving hearing Step teams."

– Pastor Alberto, Cochabamba.



MOBILISING CHURCHES

Latin Link's mobilisation team is passionate about inspiring and equipping Christians across Britain and Ireland to step into the story of God's global mission through praying, going, giving, sending and receiving.

There are three members of the team, with the Head of Mobilisation based in Devon, the Ireland Coordinator based in Belfast, and the Scotland Coordinator in Edinburgh. In Scotland and Ireland the Coordinators are supported by amazing teams of faithful volunteers who make up the Scotland Action Group (SAG), and Ireland Action Group (IAG), for whom we are extremely grateful.

In 2024-25 the mobilisation team was supported by a vital and growing network of 26 volunteer story-sharers and mobilisers, made up of returned Steppers and Striders passionate about sharing their own experience of mission through speaking, writing, organising prayer groups, fundraising, and representing Latin Link at events.

Over the past year, thanks to this amazing team, Latin Link has been represented at dozens of events, including many Christian Union mission gatherings in key university cities; Keswick, Scotland and NI gatherings; Satellites National Youth Festival; New Horizon; SPREE southwest; Bangor Worldwide Convention; SWYM Conference; Just Love Exeter; MAP Student Missions Event; London School of Theology Missions Event; All Nations Mission Fair; and Belfast Bible College Mission Week.

Our story-sharers and mobilisers receive termly training sessions on areas such as creative communication, mobilisation, and integral mission. These sessions are delivered by the mobilisation team, Communications Manager and long-term Latin Link Stay members who share what God is doing in their part of the world and inspire prayer and action!

The monthly Latin Link church eNews email ensures we keep in regular contact with over 450 churches who are kept up to date with inspiring interview videos from former or current Step, Stride and Stay members, and who are introduced to new resources and informed about forthcoming events.

Scan the QR code to sign up for our monthly eNews for Churches which is packed full of ideas for how you can inspire your church to step further into the story of God's mission to and from Latin America.

One of the ways in which the mobilisation team engages with churches across a wide geographical area is by organising regional events, in the form of Inspire brunches, or Latin American worship nights, in partnership with local churches who kindly host; former Steppers, Striders or returning Stay members who share their experiences; and supporters or volunteers who help with leading worship, creative prayer, and providing delicious refreshments.



In 2024-25 we held wonderful events in Glasgow, Edinburgh, Ballyclare, Antrim, Exeter and Winchester. These events are effective ways of connecting with and mobilising former Steppers, Striders and current Stay members and of deepening relationship with supporters and sending churches in areas we may not have had a presence in previously. It was particularly encouraging to see firsthand the impact which Jhonny Corado, a Strider from Guatemala to Winchester, had not only on the church family during his time there, but on blessing the wider community in Winchester through the relational way in which he carried out his ministry there.

It is a privilege to be part of the growing mobilisation ministry of Latin Link, and we are so thankful for each and every person who offers their time and talents to bless this vital work of encouraging the UK church to step into the story of God's global mission.

FINANCIAL REVIEW
2024-2025

INTRODUCTION

The financial year ending 31 March 2025 was encouraging, despite the challenging financial context. We thank God for the constant prayer and financial support we receive in these difficult times.

The unrestricted income during the year was £767,874 (2024: £798,751), with unrestricted expenditure being £675,968 (2024: £715,180). Restricted income was £1,127,460 (2024: £1,128,739) with restricted expenditure being £1,119,194 (2024: £1,054,290). During the past financial year there was a net income of £100,172 (2024: net income of £158,020), which has enabled us to improve our reserves within our reserves policy level.

Our General Funds level increased by £86k ending the year with £264k (2024: increased by £78k ending the year with £178k). Designated Funds have decreased by £4k (2024: increased by £5k) whilst Restricted Funds have increased by £18k (2024: increased by £74k). Within the Restricted Funds, the Step Fund has a deficit of £31k (2024: deficit of £31k) which accumulated during 2020-22 as the Step programme was curtailed due to the pandemic. As this programme has re-emerged, we expect the deficit will reduce year on year. Our main priority is to continue to increase the numbers on our Stride programme and begin to increase the numbers on the Stay programme, in order to grow the impact of the charity's work and its long-term sustainability.

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Fundraising staff monitor and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

The trustees wish to express their gratitude to all the individuals, churches, and other organisations who have donated funds to Latin Link and our members. We acknowledge that in the current financial situation within the UK and overseas, some supporters may be in financial difficulties and for this reason we never pressure anyone to make a gift. Our Fundraising Complaints Policy is easily accessible on our website. There have been no complaints or criticisms during the year about our fundraising activities.

Latin Link continues to receive support from some commercial participators, and we have an agreement in place with each of these, which fully complies with the Code of Fundraising Practice requirements. We do not use professional fundraisers.

LOOKING FORWARD

Our main objectives are:

1. A key priority remains increasing the numbers on our Stride and Stay programmes, as these have a direct connection to our long-term impact. One important area is improving how we inform churches and potential mission participants about the needs of our partners in Latin America and the opportunities available for those willing to serve.

2. Continue developing our contact with UK Christians and engaging them in

what God is doing in Latin America, with the aim of sustaining and expanding multi-directional mission.

3. Continue developing our church engagement strategy.

4. Continue developing our work and impact in Latin America through our programmes.

GOING CONCERN

The trustees acknowledge that there are financial risks to the charity, including inflation, a possible slowdown in the UK economy, and possible repercussions from economic and political events worldwide. These could increase costs, reduce donation income and reduce rental income. The trustees have reviewed the circumstances of the charity and consider that it is a going concern and that they believe that sufficient resources are available to fund the activities for the foreseeable future.

PRINCIPAL FUNDING SOURCES

We do depend on the faithful support and generosity of so many individuals, churches, and other organisations, and without this giving, we would not be able to serve God in this way, so we continue to be thankful for the Lord's faithfulness to our work.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to deposit or invest funds subject to the same conditions as trustees of a trust are permitted to do so by the Trustee Act 2000, as set out in the standard investment criteria of that Act.

During the 2024-25 financial year, the trustees have continued to manage the charity's investments in accordance with its reserves policy and liquidity requirements. Available funds have been maintained in readily realisable assets, with an ongoing focus on generating sustainable income and capital growth through responsible and ethical investment practices.

Our residential property investments continue to perform strongly with high occupancy levels delivering a reliable income stream that contributes significantly towards servicing our mortgage commitments. Following prior years of low returns, the recent increase in interest rates has resulted in improved performance in both our cash accounts and short-term to longer term deposits, which we think will provide a more favourable outlook for future income generation.

RESERVES POLICY

Our reserves policy states that the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be at least equal to 25% of expected unrestricted expenditure for the next year (i.e. three months of operational costs) in order to respond to any unforeseen changes in circumstances and levels of income. This is currently calculated to be at least £175k. Free reserves at 31 March 2025 were £295k (2024: £219k). This is within the reserves policy level and is considered adequate to meet the needs of the charity.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally 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, including the income and expenditure, 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 (FRS 102);
- 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 and;
- 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 are sufficient to show and explain the charitable company's transactions and 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, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding 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 audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution will be proposed at the Annual General Meeting that Xeinadin Audit Limited be re-appointed as auditors to the charity for the ensuing year.

By order of the trustees



Jo Jowett
Chair of Trustees

11 September 2025

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report, which includes 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 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 the 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 directors' report included with 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 directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

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

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the 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 section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to company, employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team. We determined that the principal risks were related to management bias in accounting estimates, possible omission of legacy debtors, revenue recognition, insufficient evidence of how charitable funds are ultimately spent, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to: challenging significant accounting estimates, reviewing all legacy correspondence, performing substantive testing on a sample of income and expenditure transactions, agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing Trustees' meeting minutes and evaluating the charity's internal controls.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR 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 those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Miriam Hickson FCA
(Senior Statutory Auditor)
for and on behalf of
Xeinadin Audit Limited
Chartered Accountants

5 Robin Hood Lane
Sutton, Surrey
SM1 2SW

Dated: 11.09.2025.

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income and endowments from:						
Donations and legacies:						
Donations & Legacies	2	338,126	5,903	402	344,431	395,945
Other trading activities	3	144,736	-	-	144,736	130,188
Charitable activities:						
Stay programme	4	279,109	-	1,010,487	1,289,596	1,239,876
Stride programme	4	-	-	82,636	82,636	108,115
Step programme	4	-	-	33,935	33,935	53,366
		279,109	-	1,127,058	1,406,167	1,401,357
Total income and endowments		761,971	5,903	1,127,460	1,895,334	1,927,490
Expenditure on:						
Raising Funds	5	107,747	-	-	107,747	107,503
Charitable activities	5	568,221	-	1,119,194	1,687,415	1,661,967
Total expenditure		675,968	-	1,119,194	1,795,162	1,769,470
Realised gains/(losses)		-	-	-	-	-
Net income for period	6	86,003	5,903	8,266	100,172	158,020
Transfers between funds	15	-	(10,000)	10,000	-	-
Net movement in funds		86,003	(4,097)	18,266	100,172	158,020
Reconciliation of funds						
Total funds brought forward	15	178,455	1,564,460	650,602	2,393,517	2,235,497
FUND BALANCES CARRIED FORWARD		264,458	1,560,363	668,868	2,493,689	2,393,517

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

BALANCE SHEET AT 31 MARCH 2025

COMPANY REGISTRATION NUMBER: 2811525

	Notes		2025 £		2024 £
Fixed Assets					
Tangible Assets	9		334,454		344,595
Investment Property	10		1,900,000		1,900,000
Investments	11		50,018		50,018
			2,284,472		2,294,613
Current Assets					
Stock			584		180
Debtors	12		198,655		282,391
Cash at bank and in hand			858,643		686,971
			1,057,882		969,542
Current Liabilities					
Creditors falling due within one year	13		143,623		150,010
			143,623		150,010
Net Current Assets			914,259		819,532
Total Assets less Current Liabilities			3,198,731		3,114,145
Creditors falling due after more than one year	14		705,042		720,628
Net Assets	16		2,493,689		2,393,517
The funds of the charity					
Restricted income funds	15		668,868		650,602
Unrestricted income funds:					
Designated	15	1,560,363		1,564,460	
General	15	264,458		178,455	
(including revaluation reserve of £689,313)			1,824,821		1,742,915
Total charity funds			2,493,689		2,393,517

The notes on the following pages form part of these accounts.

Approved by the Board on 11 September 2025 and signed on its behalf by:



Jo Jowett
Director and Chair of the Trustees

STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025	2024
		£	£
Cash used in operating activities			
Surplus from ordinary activities		100,172	158,020
Adjustments for:			
Depreciation charges		11,514	11,726
Mortgage interest paid		47,750	45,856
Dividends, interest and rents from investments		(144,056)	(130,028)
(Increase) / decrease in stock		(404)	220
Decrease / (increase) in debtors		83,736	(103,968)
(Decrease) / increase in creditors (excluding mortgage)		(9,550)	11,273
Net cash provided / (used) in operating activities		89,162	(6,901)
Cash flows from investing activities			
Dividends, interest and rents from investments		144,056	130,028
Purchase of fixed assets		(1,373)	(745)
Net cash provided by investing activities		142,683	129,283
Cash flows from financing activities			
Repayment of borrowing		(12,423)	(13,120)
Interest paid		(47,750)	(45,856)
Net cash used in financing activities		(60,173)	(58,976)
Increase in cash and cash equivalents in the year		171,672	63,406
Cash and cash equivalents at the beginning of the year		686,971	623,565
Cash and cash equivalents at the end of the year	(i)	858,643	686,971

(i) Analysis of Changes in Net Cash/(Debt)	**At 1 Apr 2024**	**Cash flows**	**Other non-cash changes**	**At 31 Mar 2025**
	£	£	£	£
Cash at bank and in hand	686,971	171,672	-	858,643
Bank loans falling due within one year	(17,934)	(3,163)	-	(21,097)
Bank loans falling due in more than one year	(720,628)	15,586	-	(705,042)
Total Net Cash/(Debt)	(51,591)	184,095	-	132,504

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of investments to fair value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Latin Link meets the definition of a public benefit entity under FRS 102.

(b) Company status

The charity is a company incorporated in the United Kingdom and limited by guarantee. The address of its registered office can be found on the back cover.

(c) Going concern basis of accounting

The trustees have considered the net incoming resources and cash flow forecasts for a period of twelve months from the date the accounts were approved. They believe that sufficient resources exist for the charity to continue its activities and meet all liabilities as they fall due for that period and therefore deem it appropriate to prepare the financial statements on a going concern basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds set aside by the directors for specific purposes.

Restricted funds are to be used in accordance with specific restrictions imposed by the donors or through the terms of an appeal.

(e) Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;
- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;
- Investment income and appeal income is included when receivable; and income from charitable activities in respect of team members, projects and short-term programmes is included when receivable.

(f) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Raising funds comprises costs associated with attracting voluntary income and the costs of attracting

income for fundraising purposes;

• Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;

• Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and

• All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Costs relating to a particular activity are allocated directly; costs not directly attributable to specific activities have been apportioned on the basis of the relative size of their direct costs.

(g) Operating leases

Rentals applicable to operating leases in respect of office premises and office equipment are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line basis to write off the cost, less estimated residual value, over their expected useful lives.

Office equipment is depreciated at 25% per annum of cost, new computer equipment at 33% per annum of cost and freehold buildings at 2% per annum of cost.

Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

Investments held as fixed assets are valued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Debtors

Debtors are included at the settlement amount due and prepayments are valued at the amount prepaid.

(k) Cash at bank and in hand

Cash at bank and in hand consists of all amounts held in banks and short term deposits with maturity value of 30 days or less.

(l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and 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.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the company.

Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Balances denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date and all differences are taken to the Statement of Financial Activities.

2 DONATIONS AND LEGACIES

	Unrestricted £	Designated £	Restricted £	2025 £	2024 £
Donations	247,542	5,903	-	253,445	258,338
Legacies	90,584	-	402	90,986	137,607
	338,126	5,903	402	344,431	395,945

3 OTHER TRADING ACTIVITIES

	2025 £	2024 £
Property Rental	123,265	110,658
Investment income	20,791	19,370
Exchange rate gains/(losses)	344	-
Income from sundry sales	336	160
	144,736	130,188

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Designated £	Restricted £	2025 £	2024 £
Team & retired members, office staff	279,109	-	819,165	1,098,274	1,070,025
Ministries & Projects	-	-	191,322	191,322	169,851
Step and Stride programmes	-	-	116,571	116,571	161,481
	279,109	-	1,127,058	1,406,167	1,401,357

5 EXPENDITURE

Costs directly allocated to activities	Voluntary Income £	Stride & Step programmes £	Stay programme £	Governance £	Fundraising & Publicity £	2025 Total £	2024 Total £
Team Member costs	-	-	930,803	-	-	930,803	931,067
Ministries & Projects	-	-	172,961	-	-	172,961	127,203
Events	239	-	-	-	359	598	1,477
Fundraising & Publicity	6,406	-	-	-	9,609	16,015	16,064
Staff costs	-	35,540	-	-	-	35,540	22,531
Strider & Stepper costs	-	95,424	-	-	-	95,424	136,564
Professional fees	-	-	-	16,812	-	16,812	12,940
Trustee meetings	-	-	-	2,691	-	2,691	2,244
Mortgage interest and flats expenses	61,565	-	-	-	-	61,565	60,194
Other costs	-	-	-	548	1,944	2,492	2,652
Support costs allocated to activities							
General office, finance and coordinator staff	19,431	37,309	314,445	5,712	3,394	380,291	374,741
Premises	468	898	7,570	138	82	9,156	4,776
Office costs	1,794	3,445	29,037	527	313	35,116	37,062
Depreciation	588	1,130	9,520	173	103	11,514	11,726
Travel & hospitality	424	814	6,858	125	74	8,295	9,948
Other operational costs	812	1,559	13,137	239	142	15,889	18,281
Total expenditure	91,727	176,119	1,484,331	26,965	16,020	1,795,162	1,769,470

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging/(crediting) the following:

	2025 £	2024 £
Depreciation	11,514	11,726
Operating lease rentals: office equipment	6,150	960
Auditors' remuneration for audit services	9,340	8,300
Auditors' remuneration for other services	4,476	-

7 TAXATION

The charitable activities of the company are exempt from Corporation Tax.

8 STAFF INFORMATION

Staff costs were as follows:	2025	2024
	£	£
Salaries	686,271	629,007
Social security costs	28,960	23,090
Pension costs	31,484	30,829
	746,715	682,926

No employee received emoluments of more than £60,000 during the current or previous year.

The trustees consider members of the Leadership Team, as disclosed elsewhere in these accounts, to be the key management personnel. The total employer's cost for these staff which includes gross salaries, pensions and employer's NIC is during the year £99,635 (2024: £93,175). Relatives of the key management personnel were paid £41,858 during the year (2024: £39,153).

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2025	2024
Charitable activities	20	18
Office and administration	10	9
	30	27

The average number of employees during the year, calculated on the basis of headcount, was as follows:

	2025	2024
Charitable activities	24	21
Office and administration	14	15
	38	36

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 14 members received these payments (2024: 14).

9 TANGIBLE FIXED ASSETS

	Freehold Property £	Office Equipment £	Total £
Cost			
At 1 April 2024	426,645	19,196	445,841
Disposals	-	-	-
Additions	-	1,373	1,373
At 31 March 2025	426,645	20,569	447,214
Depreciation			
At 1 April 2024	91,040	10,206	101,246
Disposals	-	-	-
Charge for the year	7,366	4,148	11,514
At 31 March 2025	98,406	14,354	112,760
Net Book Value			
At 31 March 2025	328,239	6,215	334,454
At 31 March 2024	335,605	8,990	344,595

These assets are all used to support all of the charity's activities.

10 INVESTMENT PROPERTY

	2025 £	2024 £
Brought forward	1,900,000	1,900,000
Disposals	-	-
Additions	-	-
Revaluation	-	-
	1,900,000	1,900,000

The property is measured at fair value as advised by Lawson Mann Property Consultants, who are independent chartered surveyors. The valuation took place in August 2016, and has been updated by the trustees since.

11 INVESTMENTS

UK holdings	Fixed Income bonds	Alternative Investments	Total
	£	£	£
Cost			
At 1 April 2024	50,000	18	50,018
At 31 March 2025	50,000	18	50,018
Market Value			
At 1 April 2024	50,000	18	50,018
At 31 March 2025	50,000	18	50,018

12 DEBTORS

	2025	2024
	£	£
Income tax recoverable	17,454	13,634
Other debtors	7,587	7,110
Prepayments	19,672	16,991
Income receivable	153,942	244,656
	198,655	282,391

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Taxation and social security	23,096	21,512
Mortgage	21,097	17,934
Other creditors	85,095	103,052
Deferred income	875	1,625
Accruals	13,460	5,887
	143,623	150,010

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £	2024 £
Mortgage	705,042	720,628
	705,042	720,628
Mortgage		
Due within 1 -2 years	15,586	13,976
Due within 2 -5 years	51,125	48,493
Due in more than 5 years	638,331	658,159
	705,042	720,628

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which was used to redevelop the premises. The mortgage is secured on freehold property which represented 16% of the value of the property when it was fully redeveloped. The loan is fully repayable in 30 years. Interest is currently charged at 6.20%.

15 MOVEMENTS IN FUNDS

	At 1 April 2024	Income	Expenditure	Transfers	Gains & Losses	At 31 March 2025
Restricted funds:	£	£	£	£	£	£
Individual projects and personnel funds	422,640	1,010,889	(988,230)	232	-	445,531
Step	(30,708)	33,935	(44,154)	10,000	-	(30,927)
Stride	37,113	82,636	(86,810)	-	-	32,939
Disadvantaged children	115,188	-	-	(232)	-	114,956
Peru	75,000	-	-	-	-	75,000
Cochabamba	31,369		-	-	-	31,369
Total restricted funds	650,602	1,127,460	(1,119,194)	10,000	-	668,868
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	124,606	-	-	-	-	124,606
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1% fund	49,651	5,903	-	(10,000)	-	45,554
General Funds	178,455	761,971	(675,968)	-	-	264,458
Total unrestricted funds	1,742,915	767,874	(675,968)	(10,000)	-	1,824,821
Total funds	2,393,517	1,895,334	(1,795,162)	-	-	2,493,689

15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2023	Income	Expenditure	Transfers	Gains & Losses	At 31 March 2024
Restricted funds:	£	£	£	£	£	£
Individual projects and personnel funds	350,577	967,258	(895,195)	-	-	422,640
Step	(45,127)	53,366	(49,147)	10,200	-	(30,708)
Stride	34,327	108,115	(109,948)	4,619	-	37,113
Disadvantaged children	119,807	-	-	(4,619)	-	115,188
Peru	75,000	-	-	-	-	75,000
Cochabamba	41,569	-	-	(10,200)	-	31,369
Total restricted funds	576,153	1,128,739	(1,054,290)	-	-	650,602
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	124,606	-	-	-	-	124,606
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1%	44,127	5,524	-	-	-	49,651
General Funds	100,408	793,227	(715,180)	-	-	178,455
Total unrestricted funds	1,659,344	798,751	(715,180)	-	-	1,742,915
Total funds	2,235,497	1,927,490	(1,769,470)	-	-	2,393,517

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

Individual projects and personnel funds: Funds raised to provide financial support for projects and mission partners in Latin America and in Britain & Ireland. The transfer of £232 from the Disadvantaged Children Fund was to support a project dedicated to assisting children who have been orphaned because of AIDS. (2024: no transfers).

Step fund: Funds used for the short-term Step programme. The transfer of £10,000 from the designated SFM 1% fund was to meet the restricted expenditure that is not covered by future income for this fund (2024: The transfer of £10,200 from the Cochabamba fund was for the Deaf STEP team in Cochabamba, Bolivia, to support church building work for a Bolivian church serving the deaf community).

Stride fund: For the short-term Stride programme. The transfer of £4,619 from the disadvantaged children fund in 2024 was to support a Strider working with disadvantaged children in Ecuador.

Disadvantaged children: Funds used to help disadvantaged children in South America in accordance with the Will of a legator.

Peru: Funds used for work in Peru in accordance with the Will of a legator.

Cochabamba: Funds used for work in Cochabamba, Bolivia, in accordance with the Will of a legator.

Purposes of Designated Funds

Pensions fund: For the benefit of personnel on attaining their normal retirement age.

Education fund: Provision of financial assistance for the education of serving team members' teenage children.

Capital fund: Funds set aside for the freehold property and office equipment.

Members' excess support fund: Provision of financial assistance to be nominated by those members towards their car, education, pension, housing, personal support or ministry. Any elements unclaimed by members are un-designated and returned to General Fund.

Launch fund: Set aside to provide for the start-up and settling-in costs of new members on the Stay programme.

Mission fund: Funds set aside to enable the charity to actively prepare for the future in the changing world of missions.

SFM % fund: Funds set aside to support struggling members.

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2025			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	334,454	-	334,454
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Bank	137,727	52,048	668,868	858,643
Other current assets	199,239	-	-	199,239
Current liabilities	(122,526)	(21,097)	-	(143,623)
Long-term Liabilities	-	(705,042)	-	(705,042)
Net Assets at 31 March 2025	264,458	1,560,363	668,868	2,493,689

	2024			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	344,595	-	344,595
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Bank	(22,058)	58,427	650,602	686,971
Other current assets	282,571	-	-	282,571
Current liabilities	(132,076)	(17,934)	-	(150,010)
Long-term Liabilities	-	(720,628)	-	(720,628)
Net Assets at 31 March 2024	178,455	1,564,460	650,602	2,393,517

17 PENSION SCHEME

The cost to the Charity of providing pension and death in service benefits during the year ended 31 March 2025 was as follows:

	2025	2024
	£	£
Payments with respect to current staff	31,483	30,829
Payments with respect to team members currently serving overseas	87,928	82,780
	119,411	113,609

18 OPERATING LEASE COMMITMENTS

The total future amounts payable in respect of operating leases shown below are analysed according to the expiry of the leases.

	2025	2024
	£	£
Hire of plant and machinery		
Within one year	922	960
Between one and five years:	5,227	-
	6,149	960

19 TRUSTEES

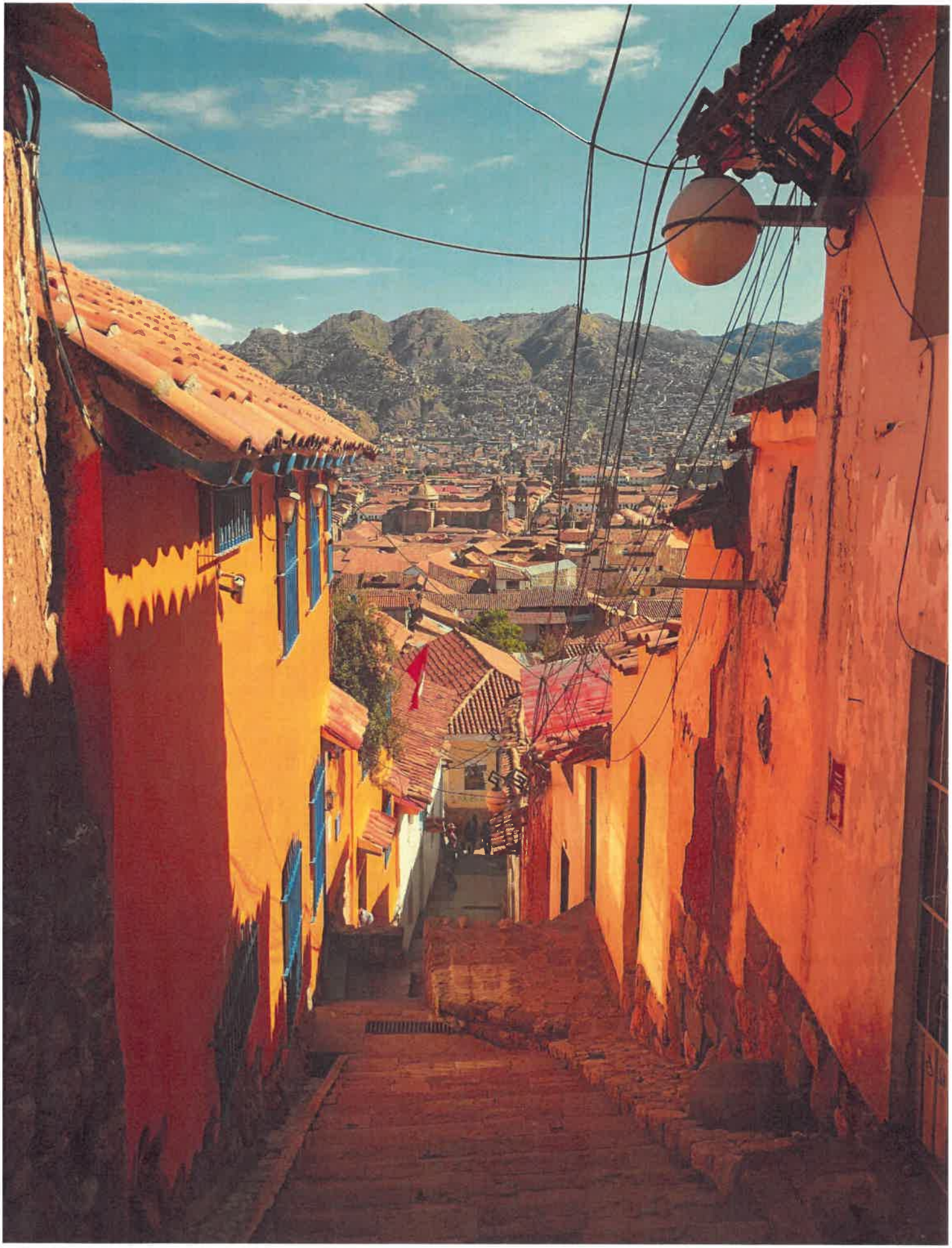
No remuneration was paid to the Trustees during the year (2024: £nil). Expenses of £483 for travel were paid to 3 trustees during the year (2024: £384 to 2 trustees). Trustees' indemnity insurance costing £2,036 (2024: £1,742) and trustees' training costing £58 (2024: £nil) were paid by the Charity.

20 RELATED PARTIES

There were no related party transactions during the year, except as disclosed in Notes 8 & 19.

21 PRIOR YEAR COMPARATIVES

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2024 £
Income and endowments from:					
Donations and legacies:					
Donations & Legacies	2	382,822	5,524	7,599	395,945
Other trading activities	3	130,188	-	-	130,188
Charitable activities:					
Stay programme	4	280,217	-	959,659	1,239,876
Stride programme	4	-	-	108,115	108,115
Step programme	4	-	-	53,366	53,366
Total income and endowments		793,227	5,524	1,128,739	1,927,490
Expenditure on:					
Raising Funds	5	107,503	-	-	107,503
Charitable activities	5	607,677	-	1,054,290	1,661,967
Total expenditure		715,180	-	1,054,290	1,769,470
Realised gains/(losses)		-	-	-	-
Net income for period	6	78,047	5,524	74,449	158,020
Transfers between funds	15	-	-	-	-
Net movement in funds		78,047	5,524	74,449	158,020



STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and 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.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Executive, which is the management committee of the charity. Executive membership is determined by the trustees and under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The trustees seek to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body and look to achieve a balance of expertise and experience. In the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the trustee board.

TRUSTEE INDUCTION AND TRAINING

Prior to appointment a substantial proportion of trustees are already familiar with the practical work of the charity, having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available.

ORGANISATION

The board of trustees, whose number is unlimited, administers the charity. The board meets five times per year to review strategy and performance and to set the operating plans and budgets. They are assisted by a number of Action Groups:

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland

The Action Groups comprise trustees and other individuals, and operate under specific terms of reference that delegate certain functions from the trustee board. Each Action Group has its decisions ratified by the trustee board.

A Chief Executive known as the Team Leader is appointed by the trustees and has delegated authority over the day to day operations, including programmes, publicity, employment and financial administration. The Team Leader is assisted by the Leadership Team, who are listed on page 42.

The pay for the Leadership Team is reviewed annually, with changes considered by the Finance Committee and approved by the trustees. When setting the pay for this group primary consideration is given to equivalent roles in other similar-sized charities.

VOLUNTEERS

Latin Link continues to benefit from committed people who are willing to give their time to help the work of the charity. This ranges from those serving on the Action Groups to helping with office administration, office maintenance, catering and representing Latin Link at public events.

RISK MANAGEMENT

The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate mitigate Latin Link Britain and Ireland's exposure to the major risks identified by our risk register.

The challenges that face the charity at the moment are to make sure that it is are in a sustainable position for the future and then to position ourselves correctly to adapt to the changing mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit, when reviewing the aims and objectives and in planning for future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.



ADMINISTRATIVE DETAILS

LEADERSHIP TEAM

Terry Lockyer
Team Leader / CEO

Esther Stansfield
Head of Mobilisation

Simone Lockyer
Head of Programmes

Kathie Davis-Bater
Head of Central Services and HR

CHARITY DETAILS

Charity number: 1020826 and in Scotland SC052161

Company number: 2811525

Registered office and operational address: 87 London Street, Reading, Berkshire RG1 4QA

DIRECTORS AND TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and those serving during the year and since the year end were as follows:

- Jo Jowett (Chair)
- Richard Stainton (term ended 09/24)
- Evan Winter
- Iván Neira
- John Harris (Treasurer)
- Charles Douglas
- Nicole Gleghorne
- Nick Addo (joined 09/24)

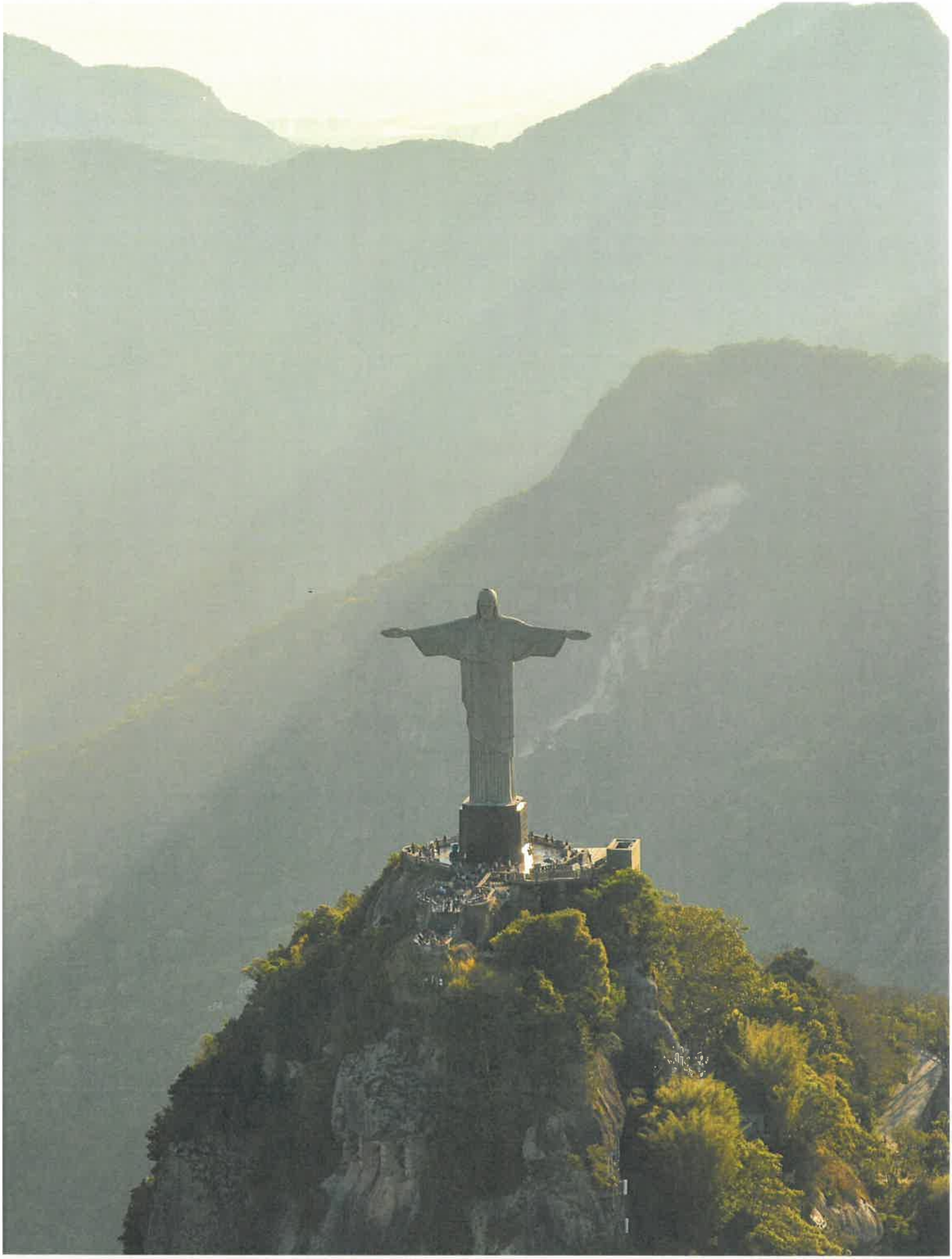
Auditors: Xeinadin Audit Limited, 5 Robin Hood Lane, Sutton, SM1 2SW

Solicitors: Anthony Collins, 134 Edmund Street, Birmingham, B3 2ES

Mark Mason Employment Law Ltd, Unit 3 Mallusk Enterprise Park, Mallusk Drive, Newtownabbey, BT36 4GN

Bankers: Bank of Scotland, West End Office, St James' Gate, 14-16 Cockspur Street, London, SW1Y 5BL

Working Names: Latin Link also operates under the working names of Latin Link Britain and Ireland, Latin Link B&I, Latin Link Ireland, Latin Link Scotland, and Latin Partners



LATIN LINK

England and Wales
tel: +44 (0)118 957 7100
email: info@latinlink.org.uk
web: latinlink.org.uk

Ireland
tel: +44 (0)7736 033253
email: Ireland@latinlink.org.uk

Scotland
tel: +44 (0)7739 554381
email: Scotland@latinlink.org.uk

Registered office:
87 London Street,
Reading RG1 4QA

Latin Link is a company limited by guarantee, registered in England 2811525. Registered charity no. 1020826 and in Scotland, registered charity no. SC052161.

Registered with FUNDRAISING REGULATOR

Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

England & Wales - Charity number 1020826

Accounts

ANNUAL REPORT
LATIN LINK 2023-24

REPORT AND FINANCIAL STATEMENTS
OF THE TRUSTEES FOR THE YEAR
ENDED 31 MARCH 2024



Latin Link
COMMUNITY WITH A CALLING



Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

Report and financial statements of the trustees for the year ended 31 March 2024.

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2024.

This report also contains the information required by the directors' report under company law.

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SMILE
DON'T GET
IT TWISTED

WELCOME

LATIN LINK ANNUAL REPORT 2023-24

There are certain words and phrases that stay in your mind for a long time. One such phrase became an important part of the language of the local church I was part of some years ago, and it related to how people perceive and engage with church. The phrase had just three words: believe, behave, belong. The interesting thing about these words was not just the words themselves, but the order of them – the idea being that, in relation to church engagement, older generations may first believe and trust in Christ, then behave in a way that is fitting for a Christian, and then as a consequence, have a sense of belonging. Conversely, at that time, the point was being made that younger generations would first seek to belong, then behave, then believe. But isn't it true that all of us – regardless of age, nationality, or culture – have a deep-felt need to belong? It's part of what makes us human.

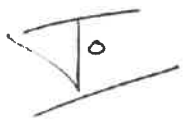
Of course, scripture is clear about the importance of the church being a place of welcome: "I was hungry. And you gave me something to eat. I was thirsty. And you gave me something to drink. I was a stranger. And you invited me in" (Matt. 25:35, NIRV). William Temple's famous quote conveys the same challenge: *"The church exists primarily for the benefit of those who do not belong to it"*. Incidentally, this quote was a key feature of the RHS Chelsea Flower Show 2024 garden created by St. James' Church Piccadilly, the church where William Temple was rector during the First World War. Even in the face of war, welcome was a priority.

'The Wonder of Welcome' has been a theme for Latin Link during this past financial year, and I would encourage you to read Issue 51 of ***Latinfile*** to see how this is being worked out through the many ministries in which our workers are serving, and indeed much of the content of this report will also testify to that. The principle of welcome underpins everything within the Latin Link community: the Lord is continuing to build his church and many of our workers have had the joy of welcoming new members into their respective church families.

Here in Britain and Ireland, our whole team has worked unrelentingly to ensure our organisation not only operates effectively, but is a place where people can belong. It has been a joy to welcome new Steppers and Striders to serve in Latin America, and whilst we were very sad to lose Joanna McCree and Will Catchpole from our Programmes team, we were delighted to welcome Tony Lewry. We also felt the loss of Noreen Bennett and James Butler, two of our valued trustees who stood down due to increasing commitments elsewhere. We're so grateful for the people the Lord has brought our way to serve his mission through Latin Link and we continue to pray for his provision of the right people in the right place at the right time.

As ever, we not only give thanks to God for all he has equipped us for and enabled us to achieve in the past year, but we give thanks to God for you, without whom this vital ministry would not survive. So many of you pray faithfully, give sacrificially, and encourage willingly. We trust you will continue to stand with us as we navigate the many challenges before us, and as we work to see the kingdom of God extended through the welcome we offer to others.

God bless,



Jo Jowett
Chair of Trustees





OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

To advance the mission of Christ, principally in and from Latin America and also amongst Spanish and Portuguese speaking people elsewhere in the world, and in particular (but without limitation to the foregoing) to join in evangelism, church-planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief of those who are suffering hardship or injustice by reason of their physical, social, environmental or economic conditions, including working to prevent the causes of such hardship and injustice.

VISION STATEMENT

Our vision is to see vibrant, Bible-believing Christian communities in every part of Latin America, impacting their neighbours, their societies and the wider world.

WHAT WE DO

The charity works in partnership with churches to send and receive individuals, families, and teams to and from Latin American communities, to share the love of God.

This takes place through three programmes:

Step: short-term mission and discipleship programme for teams, lasting 3–16 weeks

Stride: placements for individuals, couples or families, lasting 6–24 months

Stay: open-ended placements lasting three years or more. This longer-term commitment follows on from a two-year Stride.

In all three programmes, our members are involved in helping local churches and Christians to meet a diverse range of needs, from caring for children at risk to training church leaders; from supporting university students to generating employment opportunities.

This is a reflection of our commitment to integral mission; we believe that sharing the gospel includes addressing both physical and spiritual needs.

Key to our work is partnering with Latin American Christians for the advance of the mission of Christ, principally by placing people strategically in ministries of Mission Mobilisation; the Reduction of Bible Poverty; and the Increase of Human Dignity.

We seek to enable the Latin American church, flourishing in depth and numbers, to better fulfil its mission in the world.

VALUES

Our mission springs from a desire to be involved with God in his work, and to bring honour to him. We believe that enabling people to follow their heart to fulfil a calling is how God uses Latin Link to achieve his purposes.



WHERE WE WORK

The major area of activity is the placement of people on an ongoing basis in Latin America and Europe, to work alongside local partner churches and Christian organisations.

In the year 1 April 2023 to 31 March 2024, Latin Link Britain and Ireland had 64 Stay members serving alongside the local church in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America) and in Britain, Ireland and Spain (in Europe). This does not include UK office and regional staff, who are also Latin Link members.



ACHIEVEMENTS AND PERFORMANCE

INTRODUCTION

Latin Link is a mission organisation, facilitating individuals, families and teams to share the love of God, with and from Latin American communities. We enable Christians to live out their God-given calling to introduce others to Jesus, so they can come to know his life-transforming love and power.

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focusing particularly on communities affected by poverty and injustice.

In the following sections, we will provide examples of the work being achieved through each of these three programmes. We hope that these give a flavour of the breadth and impact of Latin Link's ministry.

Latin Link
COMMUNITY WITH A CALLING



STAY PROGRAMME

Latin Link's Stay programme is designed for committed Christians who feel a call to longer-term mission. Stay members have previously completed Latin Link's Stride programme.

43 Members in Latin America

16 Members in Britain and Ireland *(p. 16)*

5 Members in Spain

STAY PROGRAMME 2023-24

Stay members commit to using their skills and experience for longer-term service, investing time in building relationships to see a real impact on the individuals and communities with whom they serve. They partner with the local Latin American church in a whole variety of different ministries. Overall, this has been a positive year for the Stay programme though the number of individuals applying to be Stay missionaries is still lower than it used to be. It is also fair to say that the length of time long-term missionaries serve for has declined over the last few decades.

Stay members have continued serving in a range of activities. Their work ranges from training church leaders to supporting vulnerable children, from prison ministry to schools' work, and from creation care to church planting. It is encouraging to see not only the impact that Stay members sent from the UK to Latin America are having but also the significant impact Latin American members who have come to serve in the UK are having in the churches they serve in. During the year we have seen an increase in those who feel called to serve in Spain and expect the Latin Link team there to grow.

In the stories below we have provided a flavour of the type of work Stay members are involved in.





ABBY'S STORY

Abby Murphy is based in Santo Domingo, Ecuador. She is involved in two local projects working with children - *Vida en Abundancia* (Life in Abundance) a project for children and young people with learning disabilities, and the Orphaids children's home. Within the Orphaids project, Abby has been leading work to get alongside the older children as they prepare for life outside of living in the home.

Abby also serves as part of the student and evangelism ministry at the First Baptist Church, and has started gathering the local university students to create a space where they can support one another as they work out what it looks like to follow Jesus at university.

As the Short-Term Coordinator for Latin Link Ecuador, in 2023-24 Abby supported four Striders who arrived to join the growing team, as well as welcoming a Step team.

Abby has witnessed the longer-term impact a short-term mission team can have. For example, a Spring Step team did construction work on land owned by the Central City Church, and hosted a community event, inviting 150-200 local people. The church was impacted by the team's idea, and many connections were made which have continued to bear fruit.

Abby was amazed at how the Step team's obedience acted as a catalyst to encourage the church. Many were blessed by the commitment the team and the community had. The first lady from the community got baptised in the village river as she got to know more about Jesus through the monthly events, which the church now run in the area.

Scan the QR code to watch a full video update from Abby.



PHIL & CAROLINA'S STORY

Since 2022, Phil and Carolina Rout have been serving in Anápolis, Central Brazil at a residential theological seminary (*Seminário Teológico Cristão Evangélico*), having previously served in São Paulo. Most of the 50 students at the college are preparing for pastoral ministry, to be missionaries, or to work in Christian education.

As a family they live on the campus and Phil is a part of the teaching staff and oversees the world missions group. Phil has encouraged students to get more excited about the gospel and live it out in their context.

One student said that Phil helped him see that you can be faithful to the Bible while still making it interesting.

> "I learned from Phil that preaching is not simply a theoretical act, that we follow a method and that's it. Preaching is an action of the Spirit and seeing this in Phil's life is inspiring."
>
> Pedro, Student



In addition to looking after their home and family life, Carolina is involved in children's ministry, including training Sunday School teachers. This year Carolina has been coordinating a team of volunteers who are translating the Mustard Seeds Sunday School materials which help children learn to read and apply the Bible themselves. They plan to share this material with other churches so that it blesses more children across Brazil.

Phil and Carolina both have roles in the Latin Link Brazil team - Carolina is the administrator and an executive team member, whilst Phil coordinates the placements for incoming Striders.

Phil has been in Brazil with Latin Link for 16 years and describes the support provided as a safety net, acknowledging that being a missionary is much more complex than you might think.

> "Phil and Carolina have helped me see how it is possible to develop a leadership ministry with intimacy and transparency towards those under your authority."
>
> Natalia, Student

Phil and Carolina continue to sow the seeds of the gospel faithfully and thoughtfully. They want to witness some of the longer-term fruit of the work, such as seeing young people going into ministry and live their whole lives in a way that reflects Christ.



PAUL & RUTH'S STORY

Paul and Ruth Turner are based in Lima, Peru. Paul is involved in developing Christian leaders across the country through the Arrow leadership programme. He also works closely with the leaderships of the International School in Arequipa and the *Turmanyé* (Rainbow) association in Huaraz. Ruth serves on the Latin Link International Core Team where she coordinates the area of member care. She also works alongside churches and mission agencies in Peru to develop member care resources and training for mission workers sent from Peru.

Ensuring strong connections between local churches and our Stay members is of vital importance, as Paul outlines:

"Latin Link simply would not exist without the church. Local churches play a vital role in identifying, equipping, sending, and supporting Latin Link members. As they arrive in their country of service members are welcomed by local churches who provide training, care, and opportunities to serve. The local church is like a golden thread that runs through all our work as a community.

Latin Link members are also involved in strengthening the church across Latin America in a variety of ways, from training pastors and leaders to developing teaching resources for children and adults; from disability ministries to helping the church be more welcoming to migrants and other marginalised groups.

One of Latin Link's core values is unity in diversity. My experience time and again is that we are stronger when we work together, valuing each other's contribution, encouraging one another, giving thanks for the unique people God has made us to be, and the unity we have in Christ and his mission."



JOEL & MAYRA'S STORY

Joel and Mayra González Gómez serve in Puebla, Mexico. They started a church plant in their garage in 2021, and now have around 15-20 people attending each week. They have been greatly encouraged by what God has been doing in their community. Mayra and Joel said:



"Being part of Latin Link has provided us with a deep sense of community and belonging. The holistic support that we have received from and through Latin Link, spiritually, emotionally, financially, and practically, has given us the fuel to endure and persevere in our ministry in Puebla for the last nine years now, and to do so with some measure of success.

We have also been incredibly blessed to have a number of short-term missionaries on placement with us, via Latin Link's Step and Stride programmes, who have helped us strengthen our ministry in local schools, orphanages and church plants. Having people come to serve in this way helps to demonstrate to local churches and the local people that God is with us and that we are part of God's big mission story.

The support we receive from Latin Link not only makes a huge difference to our lives, but also to the lives of the people we are seeking to serve. People like Dylan and Alexis, young leaders that have been supported by our ministry and are now helping drive forward the church plant San Pablo in Puebla. Also, we have paved the way for Raul, a well-known local pastor who is now in charge of the new local church network across central and south Mexico with a strong focus on equipping local leaders.

We were also able to show local unchurched families facing financial hardship, that is so common in our community, that they are not alone, as we provided food parcels or help with gas and electricity bills, when required."



STRIDE PROGRAMME

Using individual skills and giftings, Striders are generally based in a project for between 6 and 24 months (shorter medical electives are available). Even in the shorter placements, Striders find that they can have a big impact– as well as being greatly impacted themselves.

STRIDE PROGRAMME 2023-24

Step (see page 14) and Stride continue to operate well together and we are pleased to see this as an effective way for people to explore a potential longer-term calling to mission in Latin America.

The increasing number of applicants to the Stride programme is encouraging, as is the fact that some Striders are considering long-term service. Our hope and prayer is that the programme will continue to grow over the next year.

During the 2023-2024 financial year we sent 10 new Striders to Latin America. They served in Guatemala, Brazil, Argentina, Bolivia and Ecuador. We have had a good mix of language students and health professionals as well as others. Over the next year we would like to see more people applying for longer-term placements than we have at present.

The cost of living crisis continues to be a challenge to those who wish to serve on the Stride programme but we are thankful this seems less of an issue than it was last year.

During 2023-2024 members of the Programmes team moved on to new roles and replacements were sought. These staff changes have brought challenges but they have also brought new strengths and experience to the team.

Read on to hear about the experience of one of our Striders Beth Marshall.







BETH'S STORY

Beth Marshall is a primary school teacher from Wirral, England. She has been serving in an international school in Brazil. Her main role is to support and mentor teenage girls during day-to-day life, which involves helping with homework, supervising cooking and doing craft activities. She also runs weekly dance classes with the younger girls living at home and teaches English.

Latin Link has been with Beth every step of the way from helping her prepare for her placement to support in country.

"The Brazil team have welcomed me with open arms! Brazil is a huge country which means we aren't able to meet up in person that often however, we have online video calls to share news and pray for one another."

When she arrived, as part of her orientation, Beth had meetings with various team members who shared their wisdom on cross-cultural mission to prepare her for what she may experience.

Her supervisor and mentor have played an integral part in her feeling settled. They meet regularly to advise her on improving her work and strengthening her relationship with God. It is a valuable way for her to share her thoughts, feelings and observations.

Beth has discovered how deeply intertwined Latin Link itself is with the community of Anápolis. It has hugely impacted the people she encounters there, such as the pastors and grandparents who became Christians because of the many missionaries from Latin Link who have played their part in God's wider plans for Brazil.





STEP PROGRAMME

Step is Latin Link's short-term mission programme for teams. Step teams share God's love in a very tangible way as they live and work alongside Latin Americans, offering their support through practical and community-based projects.

STEP PROGRAMME 2023-24

Working closely with Latin Link's in-country Short-Term Coordinators, Step teams are assigned to a variety of projects, with an emphasis on working in partnership with the local Latin American church. These projects are very varied. They can include evangelistic outreach via sport or on the street; social action such as building churches and other community facilities; feeding programmes; or providing support for rehabilitation centres.

Step projects are arranged where Latin Link Stay members are already working, or with projects that they have contact with and knowledge of. They are run in partnership with local churches and other non-government organisations, with similar mission objectives. By always having the bigger picture in mind, we ensure that Step feeds into longer-term, sustainable mission, and that it addresses both physical and spiritual needs.

Between April 2023 and March 2024, we sent 27 Steppers to serve in Latin America. Teams were sent to Argentina/Bolivia, Mexico/Costa Rica, Colombia, Ecuador and Peru. Most teams were made up of individuals from several churches,



Where our Steppers served in 2023-2024

but one was a team from just one church. A priority for Step continues to be to give a broader understanding of cross-cultural mission, in the hope some may be inspired to respond to a longer-term calling to Latin America.

STEP REPORTS 2023-24

PERU

On the day they landed in Arequipa, the Step team were welcomed by some of the Latin Link team who are based there, where they were given a detailed induction into Peruvian culture.

Once settled, they served alongside the local staff and volunteers at the International School and the Shalom Centre, which supports children with additional needs and their families.

The team supported with the delivery of a three-day camp, and were so blessed to witness how God worked in everyone, even in the small details, which gave them so much encouragement.

"We have seen our Heavenly Father's love in so many unexpected ways - from the delight of a daughter on recognising her mother as she approached, to the pleasure of a three year old enjoying a simple game of 'give me five' when conversation isn't possible."

The camp was such a joyous time for family and friends. From the fun and laughter over team games, to dancing around the bonfire and Bible-related activities. Through the dedication of the Step team and local staff working together, God demonstrated his gracious love in every encounter.

COLOMBIA

The Step team had an exciting and faith-filled experience during their time in Colombia, whilst adjusting to the heat and new culture.

The team had the opportunity to visit various primary schools on the outskirts of Barranquilla, to support the children with their English, including teaching the names of animals and singing songs together.

They visited local project *Fundación sus Propósitos* (Purpose Foundation) which seeks to bring Colombian and Venezuelan culture together, and in particular provides arts activities to help children from difficult backgrounds express themselves. The team supported a session which included music and dance, a craft station for painting, and a Bible devotional. The Step team also had the opportunity to speak at local churches and youth groups. They were able to share about their personal relationships with God and encourage the local Christians.

The whole team were blessed by how God also revealed himself to them through the local churches, community and projects.

ECUADOR

In 2023-24 we facilitated a Connecting Step team in Ecuador for the first time, which meant that some of the team were sent from Britain and Ireland, and some from Latin America. We were so excited to see this cross-cultural team working together to serve God in Ecuador.

The team served for three weeks in Santo Domingo de los Tsáchilas, Ecuador. Whilst there the team worked alongside a local church to advance their construction on a new plot of land, and also supported with evangelistic activities to connect with the local community. The team said of their experience:

"Everyone was so hospitable to us, we were very well received and welcomed. This is particularly true for the church plant in San Pedro, where we enjoyed a meal together after the service. It was clear to us that God was working in the community as the church is steadily growing in attendance. God's presence was even there in our game of football which had more players every minute, not just from the church but from the local community.



As well as working on the church construction site during the day, we have enjoyed spending more time with the church community. They've all been so generous in cooking lots of food for us, and the feeling of fellowship among everyone hasn't been hindered by the language barrier. We've all been touched by the musical forms of worship here – whether it's one lead singer with a guitar, or a whole band – it's been an amazing way of connecting with our new church family and praising God together."

SERVING IN BRITAIN AND IRELAND

Alongside sending members to Latin America, Latin Link facilitates Latin Americans to serve across Britain and Ireland. We firmly believe in the effectiveness and importance of multi-directional mission, where God calls and sends people from all nations to use their gifts in a cross-cultural setting

Between April 2023 and March 2024, we had 16 members serving throughout Britain and Ireland in a variety of placements. This year, we have been greatly encouraged by how God has used our members in their local ministries. There are so many stories we could share of how God has been at work, and one such example is through the ministry of Jhonny Corado.



Jhonny is a Strider from Guatemala who has served as a youth and community worker at St Barnabas Church in Winchester.

Jhonny has helped develop a variety of youth and children's programmes across the church, connecting with several creative groups and leading worship in Spanish. Many have said how much they have felt blessed by him and felt the Holy Spirit as he helped with worship.

Through all these experiences, and the harder moments, Jhonny has witnessed God at work through the support of the local community in Winchester. People have prayed for him regularly and he has enjoyed fellowship with the local church family.

Ed Dines, the vicar at St Barnabas Church, who was himself part of a Summer Step team serving in Guatemala in 2022, told us:

"Jhonny has been absolutely amazing! He has brought a beautiful and gentle yet powerful witness to both the church and the community. When people discover that we have a Guatemalan serving with us, just because he is following God, they are amazed! He has opened people's eyes to another way of living, demonstrating both sacrifice and love.

People of all ages love him and are always willing to listen...not just about his life, but about God. He carries the love of God with him and this shines through in all his encounters. Simply being from Latin America often opens doors and conversations that others can't have because they wonder why he has come... and then they learn about God's calling and they listen."

"For me, Latin Link is like the pedal looms that we have back home in Guatemala. Through my Stride placement threads from Guatemala and the UK are interwoven, with the Holy Spirit spinning each part, making a unique and precious tapestry designed by God."

Jhonny Corado, Strider.

As with previous years, a key need that the Latin Link team has identified is the development of church partnerships, to inspire more churches across Britain and Ireland to consider receiving and hosting mission workers, and to commit to supporting them. There is no shortage of Latin Americans with a call and desire to serve here, but there is a limited number of placements available. Our hope and prayer is to see more opportunities arising in the year ahead.

Scan the QR code to read more from Jhonny in our *Latinfile* magazine.



MOBILISING CHURCHES

Latin Link is a community with a calling to love God and our neighbour. We love to equip people to step into God's story however they can.

Our network of volunteers across Britain and Ireland, known as Story-sharers and Mobilisers, help us do just this! They meet together once a term for online training and equipping sessions, to be inspired by the testimonies of other mission workers, learn new skills, and hear about new resources that help them spread the word about Latin Link in their context.

Here are some key highlights from our Mobilisation team in 2023-24:

Inspire events: We hosted Inspire events in Glasgow, London, Reading, Ballyclare, Bangor, and Castlerock. These gatherings promoted multi-directional mission between Latin America and Europe, showcasing opportunities for ministry and sharing moving testimonies from our members including Latin Americans serving in the UK through Latin Link.

Latin Nights: Held in Edinburgh, Plymouth, and Belfast, our Latin Nights celebrated cross-cultural ministry in Latin America. These events featured multilingual worship in Spanish, English, and Portuguese, raising the profile of our work and uniting communities in worship and praise.

Church visits: We visited dozens of churches throughout the UK, encouraging congregations to step into God's big story of mission. These visits raised awareness of Latin American mission work and supported mission candidates in discerning God's calling.

Eden's story

In Scotland, our Mobilisation efforts have had a profound impact, exemplified by stories like Eden's. Eden, a compassionate young girl from Dunbar, encountered the gospel just three years ago. In her final year of high school, she felt called to serve in Colombia, assisting Venezuelan migrants. During a church visit, she met one of our Mobilisers and applied to Latin Link.

Our Mobilisers guided Eden through her newfound calling, helping her prepare for her mission. Eden and her Step team served brilliantly for three weeks, offering aid and hope to a Venezuelan migrant community. This experience was transformative for both Eden and those she served. It is a real privilege for our Mobilisers to guide young people like Eden in fulfilling God's call.

Eden is now back at university, studying law while remaining actively involved in her local church and Christian Union. Her story continues to inspire others to engage in mission work and live out their faith in practical ways.

By inspiring and equipping individuals to step into God's story through our mobilisation work, we have been able to:

Strengthen church partnerships: Our engagements have fostered stronger relationships with churches, leading to more collaborative mission efforts.

Empower volunteers: Through training and hands-on experiences, we have empowered volunteers to make meaningful contributions to the communities they serve.

Create lasting change: The projects and initiatives undertaken by our teams have led to significant improvements in the lives of people in Latin America, furthering our mission to create vibrant, thriving Christian communities.



As we reflect on the past year, we are grateful for the dedication and passion of our volunteers, members, supporters, and church partners. Together, we continue to answer God's call, mobilising his people for local and global mission.

FINANCIAL REVIEW
2023-2024

INTRODUCTION

The financial year that ended 31 March 2024 was encouraging, despite the ongoing cost-of-living crisis. We thank God for the constant prayer and financial support we receive in these difficult times.

The unrestricted income during the year was £798,751 (2023: £719,921), with unrestricted expenditure being £715,180 (2023: £738,630). Restricted income was £1,128,739 (2023: £1,024,086) with restricted expenditure being £1,054,290 (2023: £930,710). During the past financial year there was a net income of £158,020 (2023: net income of £74,667) which has enabled us to bring our reserves within our reserves policy level.

Our General Funds level increased by £78k ending the year with £178k (2023: decreased by £31k ending the year with £100k). Designated Funds have increased by £5k (2023: increased by £12k) whilst Restricted Funds have increased by £74k (2023: increased by £93k). Within the Restricted Funds, the Step Fund has a deficit of £31k (2023: deficit of £45k) which accumulated during 2020-22 as the Step programme was curtailed due to the pandemic. As this programme has re-emerged, we expect the deficit will reduce year on year. Our main priority is to continue to increase the numbers on our Stride programme and begin to increase the numbers on the Stay programme, in order to grow the impact of the charity's work and its long-term sustainability.

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Fundraising staff monitor and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

The trustees wish to express their gratitude to all the individuals, churches, and other organisations who have donated funds to Latin Link and our members. We acknowledge that, in the current financial situation within the UK and overseas, some supporters may be in financial difficulties and for this reason we never pressure anyone to make a gift. Our Fundraising Complaints Policy is easily accessible on our website.

Latin Link continues to receive support from some commercial participators, and we have an agreement in place with each of these, which fully complies with the Code of Fundraising Practice requirements. We do not use professional fundraisers. There have been no complaints or criticisms during the year about our fundraising activities.

LOOKING FORWARD

Our main objectives are:

1. As set out in the introduction, a key priority is to increase the numbers on our Stride and Stay programmes, as these have a direct connection to our long-term impact.

2. Continuing our strategy of developing our contact with UK Christians and engaging them in what God is doing in Latin America, with the aim of sustaining and expanding multi-directional mission.

3. Developing our church engagement strategy.

4. Developing our work and impact in Latin America through our programmes.

5. With all the current financial uncertainties in the world a priority must be to secure and maintain a sustainable balanced budget, together with having a flexible approach to developments in global mission.

GOING CONCERN

The trustees acknowledge that there are financial risks to the charity, including inflation and a possible slowdown in the UK economy. These could increase costs, reduce donation income and reduce rental income. The trustees have reviewed the circumstances of the charity and consider that it is a going concern and that they believe that sufficient resources are available to fund the activities for the foreseeable future.

PRINCIPAL FUNDING SOURCES

We do depend on the faithful support and generosity of so many individuals, churches, and other organisations, and without this giving, we would not be able to serve God in this way, so we continue to be thankful for the Lord's faithfulness to our work.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to deposit or invest funds subject to the same conditions as trustees of a trust are permitted to do so by the Trustee Act 2000, as set out in the standard investment criteria of that Act.

The trustees, having regard to the liquidity requirements of the charity and to the reserves policy, have operated a policy of keeping available funds in easily realisable assets, seeking to maximise income and capital growth in line with principles relating to sustainable and responsible investment. Our investment in our residential apartments shows excellent occupation level and continues to provide a steady income and to contribute to our mortgage costs. The overall return achieved on other investments and deposits during this period has been very low, but currently a recovery in interest rates gives rise to a degree of optimism that rates will continue to improve.

RESERVES POLICY

Our reserves policy is that the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be at least equal to 25% of expected unrestricted expenditure for the next year (i.e. three months of operational costs) in order to respond to any unforeseen changes in circumstances and levels of income. This is currently calculated to be at least £174k. Free reserves at 31 March 2024 were £219k (2023: £139k). This is within the reserves policy level and is considered adequate to meet the needs of the charity.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally 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, including the income and expenditure, 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 (FRS 102);

• 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 and;

• 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 are sufficient to show and explain the charitable company's transactions and 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, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding 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 audit information of which the charitable company's auditor is unaware; and

• the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution will be proposed at the Annual General meeting that Jacob Cavenagh & Skeet be re-appointed as auditors to the charity for the ensuing year.

By order of the trustees



Jo Jowett
Chair of Trustees

12 September 2024

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report, which includes 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 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 the 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 directors' report included with 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 directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

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

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the 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 section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to company, employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team. We determined that the principal risks were related to management bias in accounting estimates, possible omission of legacy debtors, revenue recognition, insufficient evidence of how charitable funds are ultimately spent, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to: challenging significant accounting estimates, reviewing all legacy correspondence, performing substantive testing on a sample of income and expenditure transactions, agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing Trustees' meeting minutes and evaluating the charity's internal controls.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR 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 those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Miriam Hickson FCA (Senior Statutory Auditor) for and on behalf of Jacob Cavenagh & Skeet Statutory Auditor

Chartered Accountants

5 Robin Hood Lane
Sutton, Surrey
SM1 2SW

Dated: 12/09/2024

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income and endowments from:						
Donations and legacies:						
Donations & Legacies	2	382,822	5,524	7,599	395,945	423,699
Other trading activities	3	130,188	-	-	130,188	110,291
Charitable activities:						
Stay programme	4	280,217	-	959,659	1,239,876	1,061,833
Stride programme	4	-	-	108,115	108,115	74,473
Step programme	4	-	-	53,366	53,366	73,711
		280,217	-	1,121,140	1,401,357	1,210,017
Total income and endowments		793,227	5,524	1,128,739	1,927,490	1,744,007
Expenditure on:						
Raising Funds	5	107,503	-	-	107,503	114,828
Charitable activities	5	607,677	-	1,054,290	1,661,967	1,554,512
Total expenditure		715,180	-	1,054,290	1,769,470	1,669,340
Realised gains/(losses)		-	-	-	-	-
Net income for the year	6	78,047	5,524	74,449	158,020	74,667
Transfers between funds	15	-	-	-	-	-
Net movement in funds		78,047	5,524	74,449	158,020	74,667
Reconciliation of funds						
Total funds brought forward	15	100,408	1,558,936	576,153	2,235,497	2,160,830
FUND BALANCES CARRIED FORWARD		178,455	1,564,460	650,602	2,393,517	2,235,497

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

BALANCE SHEET AT 31 MARCH 2024

COMPANY REGISTRATION NUMBER: 2811525

	Notes		2024 £		2023 £
Fixed Assets					
Tangible Assets	**9**		344,595		355,576
Investment Property	**10**		1,900,000		1,900,000
Investments	**11**		50,018		50,018
			2,294,613		2,305,594
Current Assets					
Stock			180		400
Debtors	**12**		282,391		178,423
Cash at bank and in hand			686,971		623,565
			969,542		802,388
Current Liabilities					
Creditors falling due within one year	**13**		150,010		137,457
			150,010		137,457
Net Current Assets			819,532		664,931
Total Assets less Current Liabilities			3,114,145		2,970,525
Creditors falling due after more than one year	**14**		720,628		735,028
Net Assets	**16**		2,393,517		2,235,497
The funds of the charity					
Restricted income funds	**15**		650,602		576,153
Unrestricted income funds:					
Designated	**15**	1,564,460		1,558,936	
General	**15**	178,455		100,408	
(including revaluation reserve of £689,313)			1,742,915		1,659,344
Total charity funds			2,393,517		2,235,497

The notes on the following pages form part of these accounts.

Approved by the Board on 12 September 2024 and signed on its behalf

by:

Jo Jowett
Director and Chair of the Trustees

STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024	2023
		£	£
Cash used in operating activities			
Surplus from ordinary activities		158,020	74,667
Adjustments for:			
Depreciation charges		11,726	10,527
Mortgage interest paid		45,856	34,287
Dividends, interest and rents from investments		(130,028)	(109,991)
Decrease / (increase) in stock		220	(380)
(Increase) in debtors		(103,968)	(110,790)
Increase in creditors (excluding mortgage)		11,273	2,548
Net cash used in operating activities		(6,901)	(99,132)
Cash flows from investing activities			
Dividends, interest and rents from investments		130,028	109,991
Purchase of fixed assets		(745)	(13,271)
Net cash provided by investing activities		129,283	96,720
Cash flows from financing activities			
Repayment of borrowing		(13,120)	(16,549)
Interest paid		(45,856)	(34,287)
Net cash used in financing activities		(58,976)	(50,836)
Increase / (decrease) in cash and cash equivalents in the year		63,406	(53,248)
Cash and cash equivalents at the beginning of the year		623,565	676,813
Cash and cash equivalents at the end of the year	(i)	686,971	623,565

(i) Analysis of Changes in Net Cash/(Debt)	At 1 Apr 2023	Cash flows	Other non-cash changes	At 31 Mar 2024
	£	£	£	£
Cash at bank and in hand	623,565	63,406	-	686,971
Bank loans falling due within one year	(16,654)	(1,280)	-	(17,934)
Bank loans falling due in more than one year	(735,028)	14,400	-	(720,628)
Total Net Cash/(Debt)	(128,117)	76,526	-	(51,591)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of investments to fair value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Latin Link meets the definition of a public benefit entity under FRS 102.

(b) Company status

The charity is a company incorporated in the United Kingdom and limited by guarantee. The address of its registered office can be found on the back cover.

(c) Going concern basis of accounting

The trustees have considered the net incoming resources and cash flow forecasts for a period of twelve months from the date the accounts were approved. They believe that sufficient resources exist for the charity to continue its activities and meet all liabilities as they fall due for that period and therefore deem it appropriate to prepare the financial statements on a going concern basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds set aside by the directors for specific purposes.

Restricted funds are to be used in accordance with specific restrictions imposed by the donors or through the terms of an appeal.

(e) Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;
- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;
- Investment income and appeal income is included when receivable; and income from charitable activities in respect of team members, projects and short-term programmes is included when receivable.

(f) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Raising funds comprises costs associated with attracting voluntary income and the costs of attracting

income for fundraising purposes;

• Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;

• Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and

• All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Costs relating to a particular activity are allocated directly; costs not directly attributable to specific activities have been apportioned on the basis of the relative size of their direct costs.

(g) Operating leases

Rentals applicable to operating leases in respect of office premises and office equipment are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line basis to write off the cost, less estimated residual value, over their expected useful lives.

Office equipment is depreciated at 20% per annum of cost, new computer equipment at 33% per annum of cost and freehold buildings at 2% per annum of cost.

Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

Investments held as fixed assets are valued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Debtors

Debtors are included at the settlement amount due and prepayments are valued at the amount prepaid.

(k) Cash at bank and in hand

Cash at bank and in hand consists of all amounts held in banks and short term deposits with maturity value of 30 days or less.

(l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and 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.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the company.

Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Balances denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date and all differences are taken to the Statement of Financial Activities.

2 DONATIONS AND LEGACIES

	Unrestricted £	Designated £	Restricted £	2024 £	2023 £
Donations	252,814	5,524	-	258,338	264,744
Legacies	130,008	-	7,599	137,607	158,955
	382,822	5,524	7,599	395,945	423,699

3 OTHER TRADING ACTIVITIES

	2024 £	2023 £
Property Rental	110,658	103,145
Investment income	19,370	6,846
Exchange rate gains/(losses)	-	-
Income from sundry sales	160	300
	130,188	110,291

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Designated £	Restricted £	2024 £	2023 £
Team & retired members, office staff	173,087	-	789,808	962,895	813,615
Ministries & Projects	-	-	169,851	169,851	153,566
Administration and Events	107,130	-	-	107,130	94,652
Step and Stride programmes	-	-	161,481	161,481	148,184
	280,217	-	1,121,140	1,401,357	1,210,017

5 EXPENDITURE

Costs directly allocated to activities	Voluntary Income £	Stride & Step programmes £	Stay programme £	Governance £	Fundraising & Publicity £	2024 Total £	2023 Total £
Team Member costs	-	-	931,067	-	-	931,067	883,164
Latin Partners costs	-	-	-	-	-	-	-
Ministries & Projects	-	-	127,203	-	-	127,203	93,094
Events	591	-	-	-	886	1,477	4,292
Fundraising & Publicity	6,426	-	-	-	9,638	16,064	30,470
Staff costs	-	22,531	-	-	-	22,531	30,536
Strider & Stepper costs	-	136,564	-	-	-	136,564	94,679
Professional fees	-	-	-	12,940	-	12,940	12,957
Trustee meetings	-	-	-	2,244	-	2,244	1,882
Mortgage interest and flats expenses	60,194	-	-	-	-	60,194	45,968
Other costs	-	-	-	619	2,033	2,652	2,953
Support costs allocated to activities							
General office, finance and coordinator staff	19,183	45,410	302,054	4,510	3,584	374,741	388,307
Premises	244	579	3,850	57	46	4,776	5,842
Office costs	1,897	4,491	29,874	446	354	37,062	36,596
Depreciation	600	1,421	9,452	141	112	11,726	10,527
Travel & hospitality	509	1,205	8,019	120	95	9,948	10,908
Other operational costs	936	2,215	14,735	220	175	18,281	17,165
Total expenditure	90,580	214,416	1,426,254	21,297	16,923	1,769,470	1,669,340

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging/(crediting) the following:

	2024 £	2023 £
Depreciation	11,726	10,527
Operating lease rentals: office equipment	960	960
Auditors' remuneration for audit services	8,300	7,680
Auditors' remuneration for other services	-	-

7 TAXATION

The charitable activities of the company are exempt from Corporation Tax.

8 STAFF INFORMATION

Staff costs were as follows:	2024	2023
	£	£
Salaries	629,007	518,826
Social security costs	23,090	24,055
Pension costs	30,829	30,288
	682,926	573,169

No employee received emoluments of more than £60,000 during the current or previous year.

The trustees consider members of the Leadership Team, as disclosed elsewhere in these accounts, to be the key management personnel. The total employer's cost for these staff which includes gross salaries, pensions and employer's NIC is during the year £93,175 (2023: £93,824). Relatives of the key management peronnel were paid £39,153 during the year (2023: £38,343).

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2024	2023
Charitable activities	18	14
Office and administration	9	10
	27	24

The average number of employees during the year, calculated on the basis of headcount, was as follows:

	2024	2023
Charitable activities	21	18
Office and administration	15	15
	36	33

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 14 members received these payments (2023: 14).

9 TANGIBLE FIXED ASSETS

	Freehold Property £	Office Equipment £	Total £
Cost			
At 1 April 2023	426,645	18,451	445,096
Disposals	-	-	-
Additions	-	745	745
At 31 March 2024	426,645	19,196	445,841
Depreciation			
At 1 April 2023	83,674	5,846	89,520
Disposals	-	-	-
Charge for the year	7,366	4,360	11,726
Released on disposals	-	-	-
At 31 March 2024	91,040	10,206	101,246
Net Book Value			
At 31 March 2024	335,605	8,990	344,595
At 31 March 2023	342,971	12,605	355,576

These assets are all used to support all of the charity's activities.

10 INVESTMENT PROPERTY

	2024 £	2023 £
Brought forward	1,900,000	1,900,000
Disposals	-	-
Additions	-	-
Revaluation	-	-
	1,900,000	1,900,000

The property is measured at fair value as advised by Lawson Mann Property Consultants, who are independent chartered surveyors. The valuation took place in August 2016, and has been updated by the trustees since.

11 INVESTMENTS

UK holdings	Fixed income bonds	Alternative Investments	Total
	£	£	£
Cost			
At 1 April 2023	50,000	18	50,018
At 31 March 2024	50,000	18	50,018
Market Value			
At 1 April 2023	50,000	18	50,018
At 31 March 2024	50,000	18	50,018

12 DEBTORS

	2024	2023
	£	£
Income tax recoverable	13,634	12,090
Other debtors	7,110	12,273
Prepayments	16,991	12,260
Income receivable	244,656	141,800
	282,391	178,423

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Taxation and social security	21,512	21,199
Mortgage	17,934	16,654
Other creditors	103,052	85,181
Deferred income	1,625	2,376
Accruals	5,887	12,047
	150,010	137,457

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024 £	2023 £
Mortgage	720,628	735,028
Loan	-	-
	720,628	735,028
Mortgage		
Due within 1 -2 years	13,976	15,182
Due within 2 -5 years	48,493	50,760
Due in more than 5 years	658,159	669,086
	720,628	735,028

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which was used to redevelop the premises. The mortgage is secured on freehold property which represented 16% of the value of the property when it was fully redeveloped. The loan is fully repayable in 30 years. Interest paid during the year ranged between 5.55% and 6.20%.

15 MOVEMENTS IN FUNDS

Restricted funds:	At 1 April 2023 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2024 £
Individual projects and personnel funds	350,577	967,258	(895,195)	-	-	422,640
Step	(45,127)	53,366	(49,147)	10,200	-	(30,708)
Stride	34,327	108,115	(109,948)	4,619	-	37,113
Disadvantaged children	119,807	-	-	(4,619)	-	115,188
Peru	75,000	-	-	-	-	75,000
Cochabamba	41,569		-	(10,200)	-	31,369
Total restricted funds	576,153	1,128,739	(1,054,290)	-	-	650,602
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	124,606	-	-	-	-	124,606
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1% fund	44,127	5,524	-	-	-	49,651
General Funds	100,408	793,227	(715,180)	-	-	178,455
Total unrestricted funds	1,659,344	798,751	(715,180)	-	-	1,742,915
Total funds	2,235,497	1,927,490	(1,769,470)	-	-	2,393,517

15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2022	Income	Expenditure	Transfers	Gains & Losses	At 31 March 2023
Restricted funds:	£	£	£	£	£	£
Individual projects and personnel funds	354,278	800,902	(804,603)	-	-	350,577
Step	(59,605)	73,711	(59,233)	-	-	(45,127)
Stride	25,836	74,473	(65,982)	-	-	34,327
Disadvantaged children	120,699	-	(892)	-	-	119,807
Peru	-	75,000	-	-	-	75,000
Cochabamba	41,569	-	-	-	-	41,569
Total restricted funds	482,777	1,024,086	(930,710)	-	-	576,153
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	118,025	6,581	-	-	-	124,606
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1%	39,195	4,932	-	-	-	44,127
General Funds	130,630	708,408	(738,630)	-	-	100,408
Total unrestricted funds	1,678,053	719,921	(738,630)	-	-	1,659,344
Total funds	2,160,830	1,744,007	(1,669,340)	-	-	2,235,497

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

Individual projects and personnel funds: Funds raised to provide financial support for projects and mission partners in Latin America and in Britain & Ireland.

Step fund: Funds used for the short-term Step programme.

Stride fund: For the short-term Stride programme.

Disadvantaged children: Funds used to help disadvantaged children in South America in accordance with the Will of a legator.

Peru: Funds used for work in Peru in accordance with the Will of a legator.

Cochabamba: Funds used for Cochabamba in Bolivia in accordance with the Will of a legator.

Purposes of Designated Funds

Pensions fund: For the benefit of personnel on attaining their normal retirement age.

Education fund: Provision of financial assistance for the education of serving team members' teenage children.

Capital fund: Funds set aside for the freehold property and office equipment.

Members' excess support fund: Provision of financial assistance to be nominated by those members towards their car, education, pension, housing, personal support or ministry. Any elements unclaimed by members are un-designated and returned to General Fund.

Launch funds: Set aside to provide for the start-up and settling-in costs of new members on the Stay programme.

Mission fund: Funds set aside to enable the charity to actively engaging in preparing for the future in the changing world of missions.

SFM % fund: Funds set aside to support stuggling members.

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2024			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	344,595	-	344,595
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Bank	(22,058)	58,427	650,602	686,971
Other current assets	282,571	-	-	282,571
Current liabilities	(132,076)	(17,934)	-	(150,010)
Long-term Liabilities	-	(720,628)	-	(720,628)
Net Assets at 31 March 2024	178,455	1,564,460	650,602	2,393,517

	2023			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	355,576	-	355,576
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Bank	67,370	55,042	501,153	623,565
Other current assets	103,823	-	75,000	178,823
Current liabilities	(120,803)	(16,654)	-	(137,457)
Long-term Liabilities	-	(735,028)	-	(735,028)
Net Assets at 31 March 2023	100,408	1,558,936	576,153	2,235,497

17 PENSION SCHEME

The cost to the Company of providing pension and death in service benefits during the year ended 31 March 2024 was as follows:

	2024 £	2023 £
Payments with respect to current staff	30,829	30,275
Payments with respect to team members currently serving overseas	82,780	85,291
	113,609	115,565

18 OPERATING LEASE COMMITMENTS

The total future amounts payable in respect of operating leases shown below are analysed according to the expiry of the leases.

	2024 £	2023 £
Hire of plant and machinery		
Within one year	960	960
Between one and five years:	-	960
	960	1,920

19 TRUSTEES

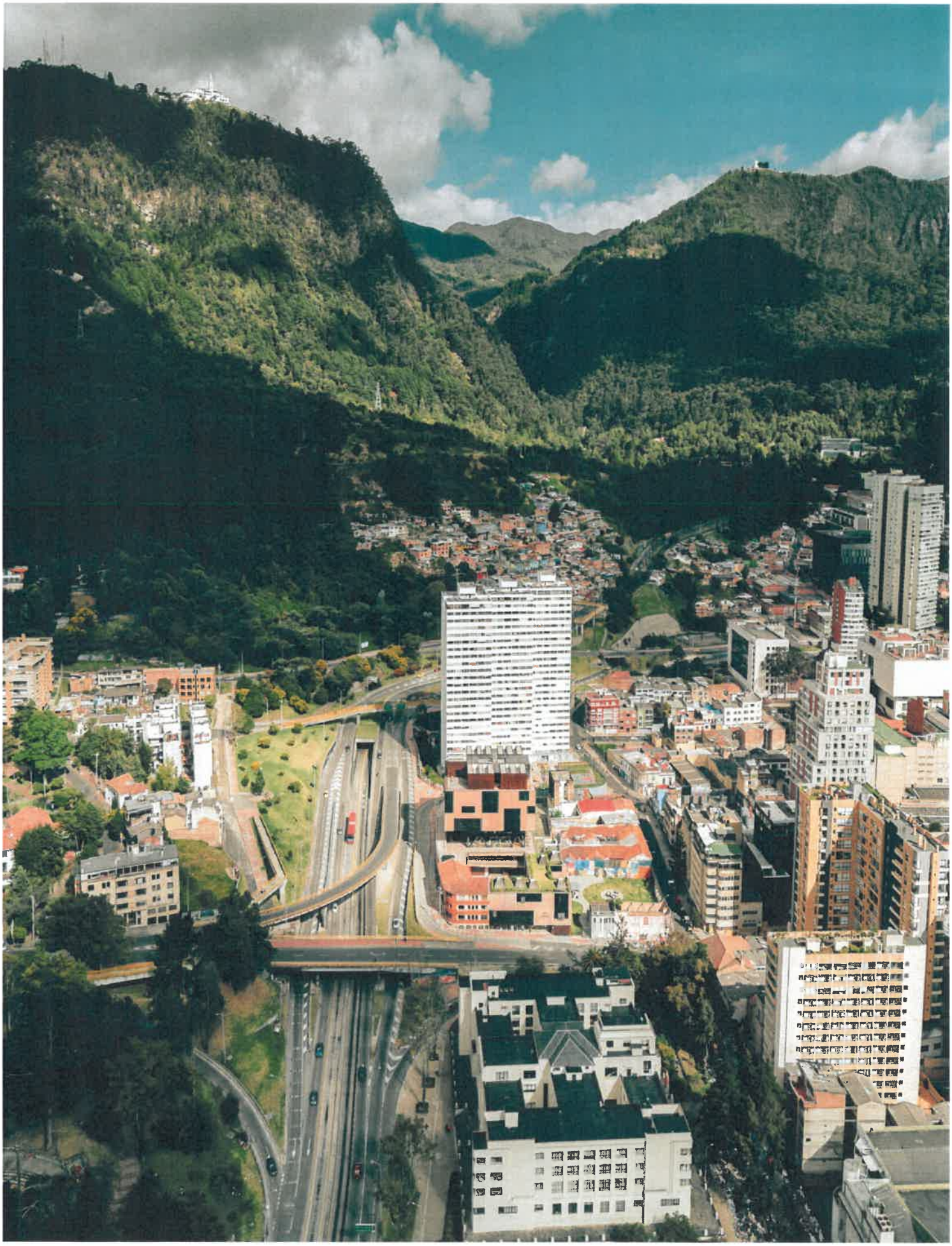
No remuneration was paid to the Trustees during the year (2023: £nil). Expenses of £384 for travel were paid to 2 trustees during the year (2023: nil). Trustees' indemnity insurance costing £1,742 (2023: £1,464) was paid by the charity.

20 RELATED PARTIES

There were no related party transactions during the year, except as disclosed in Note 19.

21 PRIOR YEAR COMPARATIVES

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2023 £
Income and endowments from:					
Donations and legacies:					
Donations & Legacies	2	343,767	4,932	75,000	423,699
Other trading activities	3	110,291	-	-	110,291
Charitable activities:					
Stay programme	4	254,350	6,581	800,902	1,061,833
Stride programme	4	-	-	74,473	74,473
Step programme	4	-	-	73,711	73,711
Total income and endowments		708,408	11,513	1,024,086	1,744,007
Expenditure on:					
Raising Funds	5	114,828	-	-	114,828
Charitable activities	5	623,802	-	930,710	1,554,512
Total expenditure		738,630	-	930,710	1,669,340
Realised gains/(losses)		-	-	-	-
Net (expenditure)/income for the year	6	(30,222)	11,513	93,376	74,667
Transfers between funds	15	-	-	-	-
Net movement in funds		(30,222)	11,513	93,376	74,667



STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and 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.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Executive, which is the management committee of the charity. Executive membership is determined by the trustees and under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The trustees seek to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body and look to achieve a balance of expertise and experience. In the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the trustee board.

TRUSTEE INDUCTION AND TRAINING

Prior to appointment a substantial proportion of trustees are already familiar with the practical work of the charity, having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available.

ORGANISATION

The board of trustees, whose number is unlimited, administers the charity. The board meets five times per year to review strategy and performance and to set the operating plans and budgets. They are assisted by a number of Action Groups:

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland

The Action Groups comprise trustees and other individuals, and operate under specific terms of reference that delegate certain functions from the trustee board. Each Action Group has its decisions ratified by the trustee board.

A Chief Executive known as the Team Leader is appointed by the trustees and has delegated authority over the day to day operations, including programmes, publicity, employment and financial administration. The Team Leader is assisted by the Leadership Team, who are listed on page 42.

The pay for the Leadership Team is reviewed annually and changes are considered by the Finance Committee and approved by the trustees. When setting the pay for this group primary consideration is given to equivalent roles in other similar-sized charities.

VOLUNTEERS

Latin Link continues to benefit from committed people who are willing to give their time to help the work of the charity. This ranges from those serving on the Action Groups to helping with office administration, office maintenance, catering and representing Latin Link at public events.

RISK MANAGEMENT

The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate mitigate Latin Link Britain and Ireland's exposure to the major risks identified by our risk register.

The challenges that face the charity at the moment are to make sure that it is are in a sustainable position for the future and then to position ourselves correctly to adapt to the changing mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit, when reviewing the aims and objectives and in planning for future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.



ADMINISTRATIVE DETAILS

LEADERSHIP TEAM

Terry Lockyer
Team Leader / CEO

Esther +Stansfield
Head of Mobilisation

Simone Lockyer
Head of Programmes

Kathie Davis-Bater
Head of Central Services and HR

CHARITY DETAILS

Charity number: 1020826 and in Scotland SC052161

Company number: 2811525

Registered office and operational address: 87 London Street, Reading, Berkshire RG1 4QA

DIRECTORS AND TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and those serving during the year and since the year end were as follows:

- Jo Jowett (Chair)
- James Butler (resigned 09/23)
- Richard Stainton
- Evan Winter
- Noreen Bennett (resigned 06/23)
- Iván Neira
- John Harris (Treasurer)
- Charles Douglas
- Nicole Gleghorne

Auditors: Jacob Cavenagh & Skeet, 5 Robin Hood Lane, Sutton, Surrey SM1 2SW

Solicitors: Anthony Collins, 134 Edmund Street, Birmingham, B3 2ES

Mark Mason Employment Law Ltd, Unit 3 Mallusk Enterprise Park, Mallusk Drive, Newtownabbey, BT36 4GN

Bankers: Bank of Scotland, West End Office, St James' Gate, 14-16 Cockspur Street, London, SW1Y 5BL

Working Names: Latin Link also operates under the working names of Latin Link Britain and Ireland, Latin Link B&I, Latin Link Ireland, Latin Link Scotland, and Latin Partners



LATIN LINK

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web: latinlink.org.uk

Ireland
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email: Ireland@latinlink.org.uk

Scotland
tel: +44 (0)7739 554381
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Registered with FUNDRAISING REGULATOR

Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

England & Wales - Charity number 1020826

Accounts

ANNUAL REPORT
LATIN LINK 2022-23

REPORT AND FINANCIAL STATEMENTS
OF THE TRUSTEES FOR THE YEAR
ENDED 31 MARCH 2023



Latin Link
COMMUNITY WITH A CALLING



Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

Report and financial statements of the trustees for the year ended 31 March 2023.

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2023.

This report also contains the information required by the directors' report under company law.

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WELCOME

LATIN LINK ANNUAL REPORT 2022-23

I wonder how many times in past weeks and months you've said, 'I can't believe how time is flying this year!': I know I've made this comment in numerous conversations. I've no doubt many of us serving within the Latin Link community look back on the past year and wonder where the time has gone. So, it's time again for another annual report, but it's a great opportunity to reflect to how God has been at work.

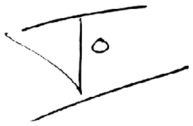
In my introduction to last year's report, I made reference to 'God's immeasurably more' which was a theme for us in 2022, and I'm sure many of us can testify to the truth of Ephesians 3:20, as we're progressing through 2023. In the midst of so many crises, and even tragedy – be that on a personal level, or on a national scale – there is much to make us feel discouraged, drained, or disillusioned. But we have a God who is great, gracious, and generous, and his promises remain true, no matter what our circumstances are or how we feel about them.

The Latin Link Britain and Ireland team continue to work tirelessly in the face of numerous challenges but we're so thankful for the way the Lord continues to lead us and provide for us. In the face of these challenges, we are grateful to so many who support us faithfully in prayer, and sacrificially with finance. Your support enables the work of building God's kingdom in Latin America and beyond to continue. Ultimately, it's his work, in which we partner with him, and we hope you'll be encouraged and energised in your support as you read the testimonies of many of our members in this report.

We've seen some changes to the team of trustees in the past year, too, saying goodbye to Andrew Binmore and Keith Farman who stood down in September having served a combined 36 years on the Latin Link Britain and Ireland Board. Rachel Stone also stood down due to other pressing work demands. The contributions of all three of these faithful servants are greatly missed but we are in the process of appointing some excellent new people to the team as I write. Pray that the Lord will continue to guide and give us wisdom in all our discussions and decision making.

And so, as we reflect on the financial year that has passed, we give thanks to God for all who are part of the Latin Link community, and for his provision in each aspect of our ministry. Whilst we're aware that we'll continue to face potentially daunting and faith-stretching situations as we move forward, may I encourage us all with the words of Paul in 1 Cor. 15:58: 'My dear brothers and sisters, remain strong in the faith. Don't let anything move you. Always give yourselves completely to the work of the Lord. Because you belong to the Lord, you know that your work is not worthless' (NIRV).

God bless,



Jo Jowett,
Chair of Trustees





OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

To advance the mission of Christ, principally in and from Latin America and also amongst Spanish and Portuguese speaking people elsewhere in the world, and in particular (but without limitation to the foregoing) to join in evangelism, church-planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief of those who are suffering hardship or injustice by reason of their physical, social, environmental or economic conditions, including working to prevent the causes of such hardship and injustice.

VISION STATEMENT

Our vision is to see vibrant, Bible-believing Christian communities in every part of Latin America, impacting their neighbours, their societies and the wider world.

WHAT WE DO

The charity works in partnership with churches to send and receive individuals, families, and teams and resources to and from Latin American communities, to share the love of God.

This takes place through three programmes:

Step: short-term mission and discipleship programme for teams, lasting 3–16 weeks

Stride: placements for individuals, couples or families, lasting 6–24 months

Stay: open-ended placements lasting three years and over. This longer-term commitment follows on from a two-year Stride.

In all three programmes, our members are involved in helping local churches and Christians to meet a diverse range of needs, from caring for children at risk to training church leaders; from supporting university students to generating employment opportunities.

This is a reflection of our commitment to integral mission; we believe that sharing the gospel includes addressing both physical and spiritual needs.

Key to our work is partnering with Latin American Christians for the advance of the mission of Christ, principally by placing people strategically in ministries of Mission Mobilisation; the Reduction of Bible Poverty; and the Increase of Human Dignity.

We seek to enable the Latin American Church, flourishing in depth and numbers, to better fulfil its mission in the world.

VALUES

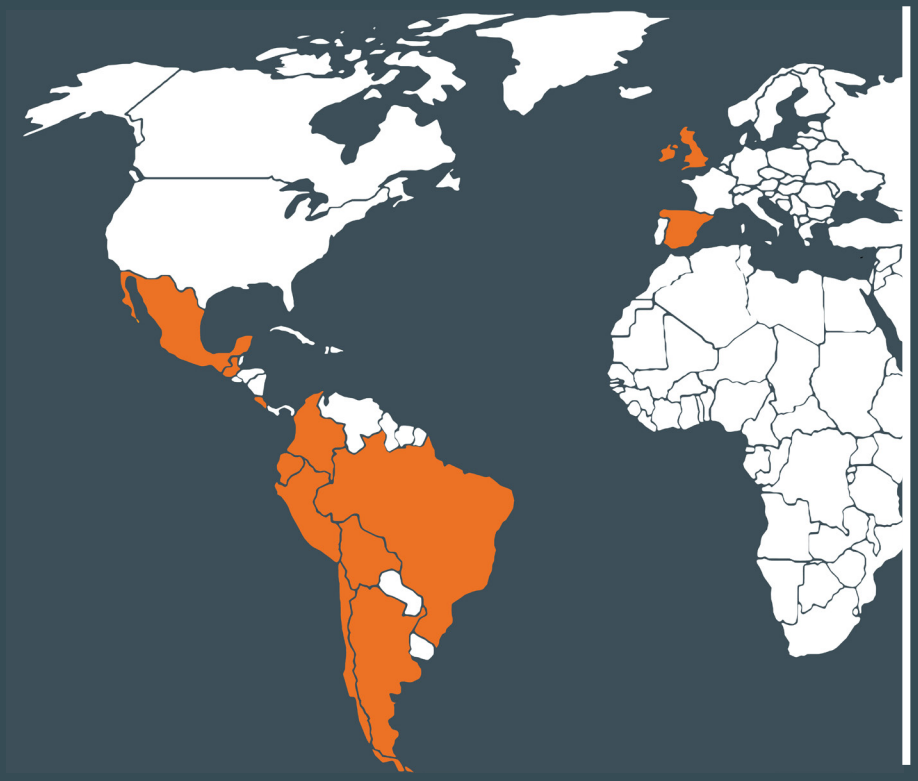
Our mission springs from a desire to be involved with God in his work, and to bring honour to him. We believe that enabling people to follow their heart to fulfil a calling is how God uses Latin Link to achieve his purposes.



WHERE WE WORK

The major area of activity is the placement of people on an ongoing basis in Latin America and Europe, to work alongside local partner churches and Christian organisations.

In the year from 1 April 2022 to 31 March 2023, Latin Link had 51 members serving alongside the local church in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America), and 19 members in Britain, Ireland and Spain (in Europe). This does not the include UK office and regional staff, who are also Latin Link members.



WHERE LATIN LINK WORKS

Argentina
Bolivia
Brazil
Britain & Ireland
Chile
Colombia
Costa Rica
Ecuador
Guatemala
Mexico
Peru
Spain

ACHIEVEMENTS AND PERFORMANCE

INTRODUCTION

Latin Link is a mission organisation, facilitating individuals, families and teams to share the love of God, with and from Latin American communities. We enable Christians to live out their God-given calling to introduce others to Jesus, so they can come to know his life-transforming love and power.

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focusing particularly on communities affected by poverty and injustice.

In the following sections, we will provide examples of the work being achieved through each of these three programmes. We hope that these give a flavour of the breadth and impact of Latin Link's ministry.

Latin Link
COMMUNITY WITH A CALLING



STAY PROGRAMME

Latin Link's Stay programme is designed for committed Christians who feel a call to longer-term mission. Stay members have previously completed Latin Link's Stride programme.

51 Members in Latin America

16 Members in Britain and Ireland *(p. 16)*

3 Members in Spain

STAY PROGRAMME 2022-23

In 2022, our missionaries moved away from the immediate disruptions that COVID-19 caused, and are now navigating Latin America's 'new normal', which can be seen in the increased levels of poverty and unemployment, lower church attendance, and grief from loss of loved ones.

During the first half of 2023, many ministries were still working out how to navigate a post-COVID landscape in Latin America. The issues faced by many people in Latin America were exacerbated by the pandemic, so there is still a lot of need in the communities our members are working in.

Despite the challenges, God has been steadfast. There have been many opportunities to grow new ministries, and explore new avenues for sharing God's love and hope.

Also in 2022-23, many members have taken the opportunity (thanks to the lack of travel restrictions) to return to Britain and Ireland on Sending Country Assignment. This has been a great opportunity to catch up with our members and hear about their ministries.

Here are some of our members' stories from the past year to learn about the ways God has been at work through the Stay programme.

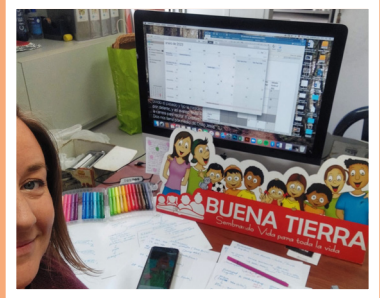




SHARON JONES

Sharon Jones is based in Peru. She coordinates the *Buena Tierra* (Good Soil) ministry, writing Bible-based teaching materials for children and teenagers, as well as coordinating and delivering training for those involved in children's ministry.

In the autumn of 2022 Sharon was feeling overwhelmed - the materials and publicity for their new resource *You're invited, come and eat with Jesus* weren't ready, the training for teachers wasn't prepared and the booksellers they work with said they wouldn't sell the book. In the midst of this, God gave Sharon the promise from Joshua 3:5 and peace in facing every obstacle. By the end of January 2023, even in the midst of political unrest, the team had trained 1,094 teachers.



Sharon shares: "Many have never had the chance to learn how to guide kids to Jesus and teach the Bible with life and clarity. I love being invited in to help them do this better. In Abancay, a mountain town, one lady shared her testimony. She lives in a small, remote village and has the desire to work with the children there. She felt her skills were inadequate so prayed that God would help her, either through a book or other Christians. She looked at us and said we were the answer to that prayer!"

10,000 CHILDREN

If each teacher Sharon and her team trained is responsible for just 10 children, this will result in 10,000 children hearing the good news of Jesus! The resources and training Sharon and her team create not only have an impact on the children they are written for, but also on the team as they create them.

"Whilst researching the content for our new Holiday Bible Club material, I was struck by how often Jesus was welcomed into people's homes. Looking through the many stories that Luke narrates made me ponder the way we often think we have to invite others in, whereas it is often more powerful to let them be the host and we become the guest.

It is something I see at work in my travels across Peru to deliver training to those involved in kids ministry. We work to create teaching sessions that are welcoming and where everyone feels included, however, most of the time it is us who are impacted by the welcome of our brothers and sisters in each town."

SHARING FAITH IN A TAXI

The opportunity to travel across Peru to deliver training also provides Sharon the opportunity to share the good news of Jesus in unexpected places.

"There is a great team of 'Latin Linkers' in Lima and across Peru. I really appreciate being a part of such a great group! We meet together once a year for our annual conference. I have also been able to visit a few during my travels around Peru for *Buena Tierra* training.



Being welcomed into conversations and discussions about Jesus as I travel around keeps me on my toes. I feel very weak in this area and can only pray that my ramblings about God and the Bible will impact all the taxi drivers I've chatted with!"

RUTH MCKEE

Ruth McKee lives in Arequipa, Peru. She is a physiotherapist and works primarily in the Shalom Centre, a school for children with disabilities. They have two programmes: one for children who attend every weekday and receive education and therapy; the other is for children and young adults who attend with their parents/grandparents once a week for therapy.

Through the work at the Shalom Centre the team seek to share God's love with each of the students and their families.

"Many of our children with additional needs have experienced rejection from others and not been made to feel welcome in society or even in their extended family circle. For us in Shalom to give them respect and love, in addition to the education and therapy that is provided is invaluable. This welcome and acceptance allows them to thrive. It also provides hope for the family and points them to the hope we all have in Christ."



SHALOM FAMILY CAMP

Ruth and her colleagues run an annual Shalom Family Camp at a retreat centre in the countryside. The activities involve Bible talks, horse riding, swimming, games, and crafts, with around 70 people attending including Shalom students, their family members, and Shalom staff. It is a wonderful opportunity to share about Jesus especially with family members who don't normally attend Shalom and may have never had the opportunity to hear the gospel before.

"One Shalom mum recently told us 'Before Shalom I had tried to take my son to other special needs schools or centres but because of the severity of his condition they didn't give him a place. In Shalom we found a welcome, we found a family who share with us, showed and taught us about God's love and accepted us for who we were.'"

WELCOMED IN

Ruth also runs a physiotherapy group for children in a local church on the outskirts of the city. This involves therapy, Bible stories and prayer for those unable to travel to Arequipa due to costs. Ruth often visits families in their homes to provide physiotherapy and pastoral care which provides more opportunities to build relationships and share the love of God.

"I enjoy visiting the children and their families in their homes. Many of the children can't communicate verbally, but once they see me and know that someone is visiting them, their big smile gives me the biggest welcome.

Food is a big part of culture here in Peru; it is the conversation topic rather than the weather. If you want someone to feel really welcomed, you give them food when they come to your house I have been offered a range of foods and dishes during the visits and especially when I know some of the families don't have much, it is very humbling."

HANS AND PRISCILLA BREEKVELDT

Some of our Stay members really do stay! Hans and Priscilla Breekveldt live in Salta, Argentina and in 2023 marked 30 years' service in Argentina, having been amongst the first Latin Link members to be sent out.

They are both on the pastoral team of San Andrés Church, where Hans teaches a variety of Biblical courses, and serves as the coordinating pastor.

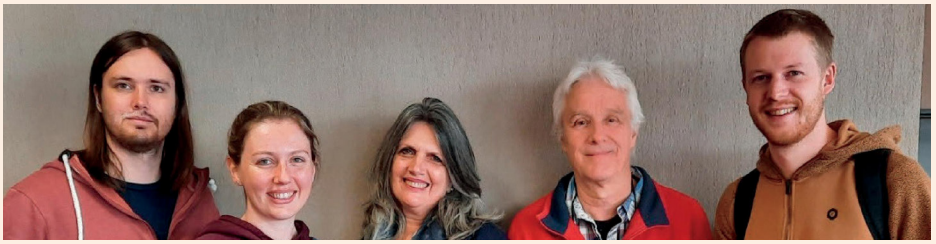
Priscilla is part of Latin Link and COMIBAM Member Care Teams serving in Third Culture Kid ministry. She is also the coordinator for the Perspectives on the World Christian Movement for Northern Argentina.

MISSION AROUND THE TABLE

Their ministry has taken many shapes over the past 30 years, but they have seen God at work in every season, from around their own kitchen table to remote Wichí villages in the far north of Argentina.



"A prominent feature of our kitchen is the big table. For years, after the Sunday-morning church service, scores of Salta youngsters would congregate around it. The conversation was often fascinating and not only for evaluation of the



sermon or worship. Most came from broken homes and the stories and jokes created a positive and enjoyable atmosphere. Sharing food and banter led to a greater sense of belonging and strengthened significant friendships. These Sunday afternoons were important moments for expressing care and accompaniment.

Hans also visited many indigenous Anglican churches in the far north of Argentina, organising Bible schools and teaching the Old Testament. The students playfully nicknamed him *Tutsag Lanek* - "Hair of Smoke" in the Wichí language. His European white hair stood out, but it also spoke of respect for the seniority it signalled. During one particularly gruelling trip while working as special assistant to the Bishop, an entire Wichí family moved out of their house for two days to provide them with a base and a place to rest. The tiny village church bent over backwards to make them feel welcome; freshly caught fish, homemade bread and a roasted kid-goat completed the hospitality. This humbling gesture of costly grace stayed with Hans for a long time."

THIS IS OUR HOME

Over the last year their ministry has not only included supporting churches locally and across Argentina through offering leadership, training and resources, but has also involved practical service in their local community.

"Twice a week around 40 hot lunches are served in an atmosphere of welcoming acceptance. There are the true down-and-outs and those struggling with substance abuse, the frail and elderly, abandoned and looking for some friendly chat. For others, the free meals make a huge difference in a country suffering from high inflation. "They treat us differently here" one visitor remarked. As we cleaned up, another said "Why do we need to leave? This is our home!""

To find out more about the impact of their work, watch a video prayer update from Priscilla filmed at the Latin Link International Gathering in February 2023 by scanning the QR code here:



STRIDE PROGRAMME

Using individual skills and giftings, Striders are generally based in a project for between 6 to 24 months (shorter medical electives are available). Even in the shorter placements, Striders find that they can have a big impact– as well as being greatly impacted themselves.

STRIDE PROGRAMME 2022-23

Over 2022-23, we sent seven Striders to Latin America. One of these Striders was someone who was planning to go on Stride before the COVID-19 pandemic, but postponed it because of the restrictions. It was encouraging to see this placement come to completion.

This year we have seen an increase in the amount of people enquiring about shorter, 3-4 month Stride placements. This is something we hope to explore with Short Term Coodinators based in Latin America in the coming year.

One challenge facing Stride this year has been the continuing cost of living crisis and its effect on potential funding. Despite this, we have still sent seven Striders and are preparing to send five in the next year.

Finally, at the end of 2022 we sent a couple on Stride who are hoping to serve in Latin America long-term. Though there have been challenges, we are encouraged that they are wanting to serve for a long time.

While numbers of accepted and prospective Striders are lower than pre-pandemic levels, the numbers do seem to be increasing. We praise God for this, as well as trusting in his timing. We hope to see the programme continue to grow in the coming year.

Here is a story from one of the Stride members we are celebrating.



JEMIMA'S STORY



Jemima did a nine-month Stride placement, spending her first six months in Custódia, Pernambuco, Brazil volunteering for a Compassion project designed to reach out to local children and families through activities, healthcare provision, spiritual programmes and more. She then moved to Santa Cruz, Bolivia, where she helped with children's and student ministry in a local church.

Here's what she had to say about her experience as she joined in the mission of God in Brazil and Bolivia:

"As a language student of Spanish and Portuguese, I was required to spend my third year abroad and I knew fairly early on that I wanted to do something faith-based, that allowed me to experience church cross-culturally. Nothing I had imagined matched the totally immersive and transformative nine months that awaited me".

IN AT THE DEEP END

Going into it, I knew that I would be working in social care projects for children, but I had little knowledge of what this would look like. Perhaps this was for the best; if someone had told me last year that I would be leading English lessons, devotionals for staff, all-age services or have to nurse a severely burnt puppy back to health, I definitely would have recoiled with nerves.

I now believe that everyone should have the opportunity of spending time abroad. From the little adjustments of having to throw toilet paper in the bin, or shower at least once (but preferably twice) every day to avoid total Brazilian horror, to the impacts of full-blown culture shock; it definitely uncovers what's at the core of who we are.

ENCOUNTERING GOD IN NEW WAYS

This is something that has really rung true to me with regards to church culture. On arriving in Brazil, I reflected that the evangelical church was generally a lot louder than I was used to. I found the slightly ear-deafening worship and shouting preachers quite confrontational and would mentally disassociate from them, often allowing myself to believe that they were worshiping the expressive, Brazilian God and I the meditative, peaceful English God. This took a while for me to shift, and I still would say that I feel calmest in more gentle approaches, yet it helped me to deconstruct all the preferences that we unconsciously feel necessary to be able to connect with God.

A SPLASH MORE COLOUR

It's helped me to see a slice of the great diversity and character of God's church that is not reduced to just one particular style or country. They say that our culture is the lens through which we see the world and although there have been some tough moments in the last nine months (and some even tougher goodbyes), I will always be hugely grateful to God for being given the opportunity to see the world with a splash more colour."



Hannah Flatman, our Short Term Coodinator in Brazil reflected that "Jemima's friendliness and enthusiasm were contagious. She inspired the young people to join in God's local and worldwide mission".



STEP PROGRAMME

Step is Latin Link's short-term mission programme for teams. Step teams share God's love in a very tangible way as they live and work alongside Latin Americans, offering their support through practical and community-based projects.

STEP PROGRAMME 2022-23

Throughout 2022, we were able to send out a number of Step teams, which was a real encouragement after the disappointment of not being able to send teams in 2021. We sent one team to Ecuador for 12 weeks in the spring, and two teams to Guatemala and Argentina respectively for three weeks in the summer.

The rest of 2022 was spent preparing for the Step teams in 2023. Our Spring Step programme saw high numbers of applications (13 in total), which meant we were able to send two Spring teams for the first time in many years. One team spent eight weeks in Argentina and eight weeks in Bolivia. The other team spent eight weeks in Mexico and then eight weeks in Costa Rica.

2023 has also seen us prepare to send three Step teams to Ecuador, Colombia, and Peru for three weeks each. Perhaps the most exciting of these teams is the one going to Ecuador, which will be our first Connecting Step team. This means that part of the team are from Britain and Ireland, and part from Latin America. This aligns with Latin Link's goal of mobilising the Latin American church for mission, and engaging in cross-cultural mission. We are looking forward to seeing how Connecting Step develops in the future.



THE ROAD AHEAD

We look forward with great excitement for the direction of Step. God continues to use the programme to help Latin American churches meet the immediate needs in their communities, as well as growing people's understanding and love of mission.

We're grateful that Step provides an avenue to partner in God's global work, to encourage the church, and build up a generation of mission-minded, servant-hearted people.

ECUADOR

Our Spring Step team spent 12 weeks serving in projects across Ecuador.

"We were involved in English teaching at school and have noticed that lots of the younger children really struggle to understand Spanish words, let alone trying to teach them English. The pandemic affected two crucial years in their educational development so please pray for these young people as they try to catch up on missed time in school. We're really hoping that encouraging them to learn in a variety of ways will help to keep them engaged and excited about school.

We helped with the kids club in Gran Colombia, including giving out clothes to the children. It's a poor area and what the church is doing there is really special, and we could see how much everyone appreciated the help. We're praying that through these actions, the people in Gran Colombia will see the blessings that God is providing and be eager to seek and follow him.

We organised a Community Day in the village near the *campamento*. Before starting the event we all prayed together – we asked for God's presence in the afternoon, in our hearts and for those coming to learn of his love and sacrifice for us. It was a very special and reflective moment as we realised how much God has blessed us while we have been here, how much his Spirit has been with us and how he is at work here.

We arranged a range of activities for the afternoon, from colouring and games for the children, to craft and English lessons for the adults. We shared our testimonies of why God brought us here and sang 'Your Love' with them which they all loved dancing to. The pastor shared a short Bible message and then we gave out food. It was such a joyful and glorious day and we praise God that 97 people came, including many of the children we teach at school, and the day ran smoothly.

We wanted to share God's love through spending time with the community. This was the first time some people heard of God's word and mission, so it was an amazing opportunity for us to be a part of! It really brought Latin Link's aim of "community with a calling" to life and we're so grateful that we were able to organise this with help from the church.

We're so thankful for the way God has been working in us, for the new friendships we have made and for all the opportunities we have been given to serve him in a new environment. This has included practical work at the *campamento*, such as digging steps in the mud, creating a footpath down to the river. This was hard work but we all really enjoyed it!"

ARGENTINA

One summer Step team were based in Salta, in the north of Argentina. They were involved in the church's various ministries, such as Sunday school, and serving on the worship team, as well as running a holiday club for the children during their winter break. Alongside this, the team were also involved in some practical work at the church, such as redecorating the Sunday school classrooms.

"We helped out at the kids club in the church. We were all excited to see so many lovely kids. We led the song, game, and Bible story for them, and the kids were really happy to have recently returned to the club after two years of lockdown. On Sunday, we also joined our first church service. Our team introduced themselves and contributed a song and testimony. The service went smoothly and everyone felt really encouraged.

In addition, after two days of intensive painting and one day of cleaning and tidying up, the kitchen was renewed! It was great to see the difference we've made!"



SERVING IN BRITAIN AND IRELAND

Alongside sending members to Latin America, Latin Link facilitates Latin Americans to serve on mission across Britain and Ireland. We firmly believe in the effectiveness and necessity of multi-directional mission whereby God calls and sends people between all nations, to use their gifts in a cross-cultural setting.

Between April 2022 and March 2023, we had 16 Stay members serving throughout Britain and Ireland in a variety of placements.

This year, we have been greatly encouraged by how God has used our members in their local ministries. There are so many stories we could share of how God has been at work, and one such example is through the ministry of two of our Stay members Lelmer and Renata Campos.

Originally from Brazil, Lelmer and Renata now serve with Latin Link in Weymouth, England. They lead Ebenezer Evangelical Church, where as well as preaching and church leadership, they are involved in thriving children's and youth work, and are engaged with a wider range community outreach projects, including debt help.

Lelmer reflects on their experience as Stay Members in Britain.

"Renata and I arrived in Weymouth, Dorset in August 2012 to serve a local church as children's workers and to pioneer their schools ministry. We were greeted at the train station by one of the elders from Ebenezer Evangelical Church, and they welcomed us to their home with open arms and blessed us with their hospitality and practical love.

The same welcome was given to us by the church leadership and congregation who made us feel immediately part of the family. Unconsciously, and very naturally, they were living out the gospel challenge to welcome a stranger as Christ. They believed our calling to serve the local church and exercised immense patience in helping us adapt to a new culture, learn a new language and develop our gifts in a foreign environment.

Fast forward eleven years… and we are still serving in that same church. It is not a perfect church by any stretch of the imagination and it is full of imperfect people (myself included). It is a church that tries to see Christ in the face of a stranger."

Over the past year the Campos family and their church congregation have been part of the warm spaces initiative, opening up their church building to help people in the community struggling to afford to turn on the heating, as the cost of living crisis in the UK has worsened. The act of welcoming people from all backgrounds is central to Lelmer and Renata's vision for their ministry in Weymouth.

"Many visitors have shared with me that they felt very welcomed the moment they stepped into our building and were greeted by members of our church family..

In a world that divides itself into groups and categories of all sorts, in a society that is fragmented at every level, the Church provides an alternative. At Ebenezer Evangelical Church we seek to welcome the stranger, we love the outcast, because in Christ Jesus we are all one."



As with previous years, a key need that the Latin Link team has identified is the development of church partnerships, to inspire more churches across Britain and Ireland to consider receiving and hosting mission workers, and to commit to supporting them. There is no shortage of Latin Americans with a call and desire to serve here, but there is a limited number of placements available. Our hope and prayer is to see more opportunities arising in the year ahead.



MOBILISING CHURCHES

Latin Link is a community with a calling to love God and our neighbour. This community comprises different gifts, passions, and abilities; from those wanting to go and serve on a mission placement in Latin America, to those who earnestly pray for the advancement of God's global church. We love to equip people to step into God's story however they can.

Our network of volunteers across Britain and Ireland, known as Story-sharers and Mobilisers, help us do just this! They meet together once a term for online training and equipping sessions, to be inspired by the testimonies of other mission workers, learn new skills, and hear about new resources that help them spread the word about Latin Link in their context.



STORY-SHARERS

Our Story-sharers find ways to share their unique experience of mission, to encourage the next generation. They speak at churches and Christian Unions, represent Latin Link at events, and record video interviews to be shared on social media. As they share their story of mission, they seek to encourage others to start writing their own.

MOBILISERS

Being a Mobiliser is a slightly bigger commitment, but is flexible and determined by each volunteers' skills and experience. It still includes story sharing, but is more proactive in terms of searching out opportunities to speak, fundraise, start a prayer group, or run an event. Mobilisers receive regular support and training from the Latin Link team and receive invitations to speak and take part in other mobilisation activities.

Over the past year our volunteers have been actively involved in supporting us at a range of events. Highlights have included:

SPANISH WORSHIP NIGHTS

We love hosting these worship nights with an international mission twist! Latin Link Spanish Worship Night are great evenings of prayer, hearing about what God is doing in Latin America, and worshipping together in both Spanish and English. Our events in Belfast and Plymouth saw dozens of people come together to worship, to hear from God's word, and be inspired and challenged to join God in his big mission for the world. In Plymouth we were particularly inspired to hear from Raquel Lima who has travelled from São Paulo to serve young people in Devon.

INSPIRE BRUNCH EVENTS

Latin Link Inspire brunch events are regional events, hosted by local churches across Britain and Ireland, which gather together anyone with a heart for mission for prayer, worship and inspiration! They usually take place on a Saturday morning, and involve interviews with Stay, Stride and Step team members, video updates from Latin America, biblical reflection, a time of worship, and creative prayer stations. In 2022-2023, Inspire events took place in Exeter, Eastbourne, Diss, and Edinburgh.



Inspire events have been a great way for individuals to connect with Latin Link as a community, to catch the spark for mission as they discover what God is doing through mission workers at the moment, what to pray for, and how to step into Gods big mission story in a fresh way through going, praying, receiving or giving.

Across our events it is incredibly powerful to have returned and retired missionaries connecting with those just at the beginning of their journey, as well as the opportunity to connect with supporters, church partners and volunteers. We love seeing each person discovering their part in God's mission in and from Latin America.

FINANCIAL REVIEW
2022-2023

INTRODUCTION

The financial year ended 31 March 2023 has again seen many challenges for most of the year with the cost-of-living crisis and the war in Ukraine increasing the economic uncertainty at home and abroad. We thank God for the constant prayer and financial support we receive in these difficult times.

Our General Funds level has decreased by £30k ending the year with a total of £100k (2022: decreased by £31k ending the year with £131k). Designated Funds have increased by £12k (2022: £11k) whilst Restricted Funds have increased by £93k (2022: decreased by £8k). Within the Restricted Funds, the Step Fund has a deficit of £45k (2022: deficit of £59k) which accumulated during 2020-22 as the Step Programme was curtailed due to the pandemic. As this programme has re-emerged, we expect the deficit will reduce year on year. As such one of our main priorities is to increase the numbers on our Step and Stride programmes.

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Fundraising staff monitor this and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

The trustees wish to express their gratitude to all the individuals, churches, and other organisations who have donated funds to Latin Link and our members. We acknowledge that in the current financial situation within the UK and overseas that some supporters may be in financial difficulties and for this reason we never pressure anyone to make a gift. Our Fundraising Complaints Policy is easily accessible on our website.

Latin Link continues to receive support from some commercial participators, and we have an agreement in place with each, which fully complies with the Code of Fundraising Practice requirements. We do not use professional fundraisers. There have been no complaints or criticisms during the year about our fundraising activities.

LOOKING FORWARD

Our main objectives are:

1. As set out in the introduction, a key priority is to increase the numbers on our Step and Stride programmes, as these have a direct connection to our long-term Stay programme.

2. Continuing to develop our contacts with UK Christians, and engage them in what God is doing in Latin America, with the aim of sustaining and expanding multi-directional mission.

3. Continuing to develop our church engagement strategy.

4. Developing our work and impact in Latin America through our programmes.

5. With all the current financial uncertainties in the world a priority must be to secure and maintain a sustainable balanced budget, together with having a flexible approach to developments in Global Mission.

GOING CONCERN

The trustees have reviewed the circumstances of the charity and consider that it is a going concern and that they believe that sufficient resources are available to fund the activities for the foreseeable future.

PRINCIPAL FUNDING SOURCES

We do depend on the faithful support and generosity of so many individuals, churches, and other organisations. Without this giving, we would not be able to serve God in this way, so we continue to be thankful for the Lord's faithfulness to our work.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to deposit or invest funds subject to the same conditions as trustees of a trust are permitted to do so by the Trustee Act 2000, as set out in the standard investment criteria of that Act.

The trustees, having regard to the liquidity requirements of the charity and to the reserves policy, have operated a policy of keeping available funds in easily realisable assets, seeking to maximise income and capital growth in line with principles relating to sustainable and responsible investment. Our investment in our residential apartments shows excellent occupation level and continues to provide a steady income and to contribute to our mortgage costs. The overall return achieved on other investments and deposits during this period has been very low, but currently a recovery in interest rates gives rise to a degree of optimism that rates will continue to improve.

RESERVES POLICY

Our current reserves policy is that the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be at least equal to 25% of expected unrestricted expenditure for the next year, which equates to approximately three months of operational costs (currently calculated at £178k). Free reserves at 31 March 2023 were £139k (2022: £174k). This is below the reserves policy level but early results in the following year are helping the move towards the required level.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally 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, including the income and expenditure, 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 (FRS 102)
- 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 are sufficient to show and explain the charitable company's transactions and 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, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the trustees are aware:

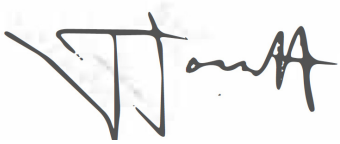
1. there is no relevant audit information of which the charitable company's auditor is unaware; and

2. the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution will be proposed at the Annual General Meeting that Jacob Cavenagh & Skeet be re-appointed as auditors to the charity for the ensuing year.

By order of the trustees



Jo Jowett
Chair of Trustees

29th September 2023

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

• give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report, which includes 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 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 the 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 directors' report included with 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 directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

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

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the 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 section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to company, employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

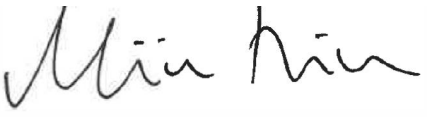
We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team. We determined that the principal risks were related to management bias in accounting estimates, possible omission of legacy debtors, revenue recognition, insufficient evidence of how charitable funds are ultimately spent, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to: challenging significant accounting estimates, reviewing all legacy correspondence, performing substantive testing on a sample of income and expenditure transactions, agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing Trustees' meeting minutes and evaluating the charity's internal controls.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR 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 those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Miriam Hickson FCA (Senior Statutory Auditor) for and on behalf of Jacob Cavenagh & Skeet Statutory Auditor

Chartered Accountants

5 Robin Hood Lane
Sutton, Surrey
SM1 2SW

Dated: 11 October 2023

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income and endowments from:						
Donations and legacies:						
Donations & Legacies	**2**	343,767	4,932	75,000	423,699	351,170
Other trading activities	**3**	110,291	-	-	110,291	97,321
Charitable activities:						
Stay programme	**4**	254,350	6,581	800,902	1,061,833	1,144,652
Stride programme	**4**	-	-	74,473	74,473	63,140
Step programme	**4**	-	-	73,711	73,711	17,728
Total income and endowments		708,408	11,513	1,024,086	1,744,007	1,674,011
Expenditure on:						
Raising Funds	**5**	114,828	-	-	114,828	122,264
Charitable activities	**5**	623,802	-	930,710	1,554,512	1,580,250
Total expenditure		738,630	-	930,710	1,669,340	1,702,514
Realised gains/(losses)		-	-	-	-	-
Net income/(expenditure) for period	**6**	(30,222)	11,513	93,376	74,667	(28,503)
Transfers between funds	**15**	-	-	-	-	-
Net movement in funds		(30,222)	11,513	93,376	74,667	(28,503)
Reconciliation of funds						
Total funds brought forward	**15**	130,630	1,547,423	482,777	2,160,830	2,189,333
FUND BALANCES CARRIED FORWARD		100,408	1,558,936	576,153	2,235,497	2,160,830

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

BALANCE SHEET AT 31 MARCH 2023

COMPANY REGISTRATION NUMBER: 2811525

	Notes	2023 £	2022 £
Fixed Assets			
Tangible Assets	**9**	355,576	352,832
Investment Property	**10**	1,900,000	1,900,000
Investments	**11**	50,018	50,018
		2,305,594	2,302,850
Current Assets			
Stock		400	20
Debtors	**12**	178,423	67,633
Cash at bank and in hand		623,565	676,813
		802,388	744,466
Current Liabilities			
Creditors falling due within one year	**13**	137,457	136,956
		137,457	136,956
Net Current Assets		664,931	607,510
Total Assets less Current Liabilities		2,970,525	2,910,360
Creditors falling due after more than one year	**14**	735,028	749,530
Net Assets	**16**	2,235,497	2,160,830
The funds of the charity			
Restricted income funds	**15**	576,153	482,777
Unrestricted income funds:			
Designated	**15**	1,558,936	1,547,423
General	**15**	100,408	130,630
(including revaluation reserve of £689,313)		1,659,344	1,678,053
Total charity funds		2,235,497	2,160,830

The notes on the following pages form part of these accounts
Approved by the Board on 7th September 2023 and signed on its behalf by:

Jo Jowett
Director and Chair of the Trustees

STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash used in operating activities			
Surplus / (deficit) from ordinary activities		74,667	(28,503)
Adjustments for:			
Depreciation charges		10,527	8,942
Mortgage interest paid		34,287	28,909
Dividends, interest and rents from investments		(109,991)	(100,231)
Decrease / (increase) in stock		(380)	393
Decrease / (increase) in debtors		(110,790)	32,731
(Decrease) / Increase in creditors (excluding mortgage)		2,548	9,429
Net cash provided by / (used in) operating activities		(99,132)	(48,330)
Cash flows from investing activities			
Dividends, interest and rents from investments		109,991	100,231
Purchase of fixed assets		(13,271)	(1,359)
Net cash provided by / (used in) investing activities		96,720	98,872
Cash flows from financing activities			
Repayment of borrowing		(16,549)	(18,108)
Interest paid		(34,287)	(28,909)
Net cash provided by / (used in) financing activities		(50,836)	(47,017)
Increase / (decrease) in cash and cash equivalents in the year		(53,248)	3,525
Cash and cash equivalents at the beginning of the year		676,813	673,288
Cash and cash equivalents at the end of the year	(i)	623,565	676,813

(i) Analysis of Changes in Net Cash/(Debt)	At 1 Apr 2022	Cash flows	Other non-cash changes	At 31 Mar 2023
Cash at bank and in hand	676,813	(53,248)	-	623,565
Bank Loans Falling Due Within One Year	(18,701)	2,047	-	(16,654)
Bank Loans Falling Due In More Than One Year	(749,530)	14,502	-	(735,028)
Total Net Cash/(Debt)	**(91,418)**	**(36,699)**	**-**	**(128,117)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of investments to fair value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Latin Link meets the definition of a public benefit entity under FRS 102.

(b) Company status

The charity is a company incorporated in the United Kingdom and limited by guarantee. The address of its registered office can be found on the inside back cover.

(c) Going concern basis of accounting

The trustees have considered the net incoming resources and cash flow forecasts for a period of twelve months from the date the accounts were approved. They believe that sufficient resources exist for the charity to continue its activities and meet all liabilities as they fall due for that period and therefore deem it appropriate to prepare the financial statements on a going concern basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds set aside by the Directors for specific purposes.

Restricted funds are to be used in accordance with specific restrictions imposed by the donors or through the terms of an appeal.

(e) Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;
- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;
- Investment income and appeal income is included when receivable; and income from charitable activities in respect of team members, projects and short-term programmes is included when receivable;

(f) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Raising funds comprises costs associated with attracting voluntary income and the costs of attracting

income for fundraising purposes;

• Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;

• Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and

• All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Costs relating to a particular activity are allocated directly; costs not directly attributable to specific activities have been apportioned on the basis of the relative size of their direct costs.

(g) Operating leases

Rentals applicable to operating leases in respect of office premises and office equipment are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line basis to write off the cost, less estimated residual value, over their expected useful lives.

Office equipment is depreciated at 20% per annum of cost, new computer equipment at 33% per annum of cost and freehold buildings at 2% per annum of cost.

Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

Investments held as fixed assets are valued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Debtors

Debtors are included at the settlement amount due and prepayments are valued at the amount prepaid.

(k) Cash at bank and in hand

Cash at bank and in hand consists of all amounts held in banks and short term deposits with maturity value of 30 days or less.

(l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and 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.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the company.

Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Balances denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date and all differences are taken to the Statement of Financial Activities.

2 DONATIONS AND LEGACIES

	Unrestricted £	Designated £	Restricted £	2023 £	2022 £
Donations	259,812	4,932	-	264,744	306,824
Legacies	83,955	-	75,000	158,955	44,346
	343,767	4,932	75,000	423,699	351,170

3 OTHER TRADING ACTIVITIES

	2023 £	2022 £
Property Rental	103,145	100,231
Investment income	6,846	224
Exchange rate gains/(losses)	-	(3,174)
Income from sundry sales	300	40
	110,291	97,321

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Designated £	Restricted £	2023 £	2022 £
Team & retired members, office staff	159,698	6,581	647,336	813,615	880,470
Ministries & Projects	-	-	153,566	153,566	157,961
Administration and Events	94,652	-	-	94,652	106,221
Step and Stride programmes	-	-	148,184	148,184	80,868
	254,350	6,581	949,086	1,210,017	1,225,520

5. EXPENDITURE

	Vountary Income	Stride & Step programme	Stay programme	Governance	Fundraising & Publicity	2023 Total	2022 Total
	£	£	£	£	£	£	£
Costs directly allocated to activities							
Team Member costs	-	-	883,164	-	-	883,164	904,627
Latin Partners costs	-	-	-	-	-	-	33
Ministries & Projects	-	-	93,094	-	-	93,094	123,672
Events	1,717	-	-	-	2,575	4,292	1,147
Fundraising & Publicity	12,188	-	-	-	18,282	30,470	30,515
Staff costs	-	30,536	-	-	-	30,536	29,617
Strider & Stepper costs	-	94,679	-	-	-	94,679	71,637
Professional fees	-	-	-	12,957	-	12,957	21,061
Trustee meetings	-	-	-	1,882	-	1,882	1,221
Other costs	45,968	-	-	1,138	1,815	48,921	58,264
Support costs allocated to activities							
General office, finance and coordinator staff	19,374	40,519	315,908	5,170	7,337	388,308	392,197
Premises	291	610	4,753	78	110	5,842	5,828
Office costs	1,826	3,819	29,773	487	691	36,596	36,271
Depreciation	525	1,098	8,564	140	199	10,526	8,942
Travel & hospitality	544	1,138	8,875	145	206	10,908	3,475
Other operational costs	856	1,791	13,965	229	324	17,165	14,007
Total expenditure	83,289	174,190	1,358,096	22,226	31,539	1,669,340	1,702,514

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging/(crediting) the following:

	2023 £	2022 £
Depreciation	10,527	8,942
Operating lease rentals: office equipment	-	-
Auditors' remuneration for audit services	7,680	7,020
Auditors' remuneration for other services	-	-

7 TAXATION

The charitable activities of the company are exempt from Corporation Tax.

8 STAFF INFORMATION

Staff costs were as follows:

	2023 £	2022 £
Salaries	518,826	489,592
Social security costs	24,055	24,107
Pension costs	30,288	29,686
Termination payment	-	14,268
	573,169	557,653

No employee received emoluments of more than £60,000 during the current or previous year.

The trustees consider members of the Leadership Team, as disclosed elsewhere in these accounts, to be the key management personnel. The total employer's cost for these staff which includes gross salaries, pensions and employer's NIC is £93,824 (2022: £96,009). Relatives of the key management personnel were paid £38,343 during the year (2022: £28,213).

During the prior financial year, the former CEO left the charity and an ex-gratia termination payment of £14,268 was made in lieu of notice. Termination payments are recognised when there is a legal or constructive obligation arising. No termination pay was outstanding at the balance sheet date.

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2023	2022
Charitable activities	14	19
Office and administration	10	11
	24	30

The average number of employees during the year, calculated on the basis of headcount, was as follows:

	2023	2022
Charitable activities	18	21
Office and administration	15	17
	33	38

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 14 members received these payments (2022: 15).

9 TANGIBLE FIXED ASSETS

	Freehold Property £	Office Equipment £	Total £
Cost			
At 1 April 2022	426,645	5,180	431,825
Disposals	-	-	-
Additions	-	13,271	13,271
At 31 March 2023	426,645	18,451	445,096
Depreciation			
At 1 April 2022	76,307	2,686	78,993
Disposals	-	-	-
Charge for the year	7,366	3,161	10,527
At 31 March 2023	83,673	5,847	89,520
Net Book Value			
At 31 March 2023	342,972	12,604	355,576
At 31 March 2022	350,338	2,494	352,832

These assets are all used to support all of the charity's activities.

10 INVESTMENT PROPERTY

	2023 £	2022 £
Brought forward	1,900,000	1,900,000
Disposals	-	-
Additions	-	-
Revaluation	-	-
	1,900,000	1,900,000

The property is measured at fair value as advised by Lawson Mann Property Consultants, who are independent chartered surveyors. The valuation took place in August 2016, and has been updated by the trustees since.

11 INVESTMENTS

UK holdings	Fixed income bonds £	Alternative Investments £	Total £
Cost			
At 1 April 2022	50,000	18	50,018
At 31 March 2023	50,000	18	50,018
Market Value			
At 1 April 2022	50,000	18	50,018
At 31 March 2023	50,000	18	50,018

12 DEBTORS

	2023 £	2022 £
Income tax recoverable	12,090	13,664
Other debtors	12,273	17,571
Prepayments	12,260	8,306
Income receivable	141,800	28,092
	178,423	67,633

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Taxation and social security	21,199	20,898
Mortgage	16,654	18,701
Other creditors	85,181	80,247
Deferred income	2,376	3,125
Accruals	12,047	13,985
	137,457	136,956

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023 £	2022 £
Mortgage Loan	735,028	749,530
	735,028	749,530
Mortgage		
Due within 1 -2 years	15,182	19,899
Due within 2 -5 years	50,760	63,788
Due in more than 5 years	669,086	665,843
	735,028	749,530

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which was used to redevelop the premises. The mortgage is secured on freehold property which represented 16% of the value of the property when it was fully redeveloped. The loan is fully repayable in 30 years. Interest paid during the year ranged between 4.25% and 5.30% and is currently charged at 6.20%.

15 MOVEMENTS IN FUNDS

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2023 £
Restricted funds:						
Individual project and personnel funds	354,278	800,902	(804,603)	-	-	350,577
Step	(59,605)	73,711	(59,233)	-	-	(45,127)
Stride	25,836	74,473	(65,982)	-	-	34,327
Disadvantaged children	120,699	-	(892)	-	-	119,807
Peru	-	75,000	-	-	-	75,000
Cochabamba	41,569	-	-	-	-	41,569
Total restricted funds	482,777	1,024,086	(930,710)	-	-	576,153
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	118,025	6,581	-	-	-	124,606
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1%	39,195	4,932	-	-	-	44,127
General Funds	130,630	708,408	(738,630)	-	-	100,408
Total unrestricted funds	1,678,053	719,921	(738,630)	-	-	1,659,344
Total funds	2,160,830	1,744,007	(1,669,340)	-	-	2,235,497

15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2021	Income	Expenditure	Transfers	Gains & Losses	At 31 March 2022
	£	£	£	£	£	£
Restricted funds:						
Individual project and personnel funds	342,374	862,512	(850,608)	-	-	354,278
Step	(59,322)	17,728	(18,011)	-	-	(59,605)
Stride	45,940	63,140	(83,244)	-	-	25,836
Disadvantaged Children	120,699	-	-	-	-	120,699
Cochabamba	41,569	-	-	-	-	41,569
Total restricted funds	491,260	943,380	(951,863)	-	-	482,777
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	112,762	5,263	-	-	-	118,025
Designated mission fund	18,606	-	-	-	-	18,606
Designated SFM 1%	33,280	5,915	-	-	-	39,195
General Funds	161,828	719,453	(750,651)	-	-	130,630
Total unrestricted funds	1,698,073	730,631	(750,651)	-	-	1,678,053
Total funds	2,189,333	1,674,011	(1,702,514)	-	-	2,160,830

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

Individual projects and personnel funds: Funds raised to provide financial support for projects and mission partners in Latin America and in Britain & Ireland.

Step fund: Funds used for the short-term Step programme.

Stride fund: For the short-term Stride programme.

Disadvantaged children: Funds used to help disadvantaged children in South America in accordance with the Will of a legator.

Peru: Funds used for work in Peru in accordance with the Will of a legator

Cochabamba: Funds used for Cochabamba in Bolivia in accordance with the Will of a legator.

Purposes of Designated Funds

Pensions fund: For the benefit of personnel on attaining their normal retirement age.

Education fund: Provision of financial assistance for the education of serving team members' teenage children.

Capital fund: Funds set aside for the freehold property and office equipment.

Members' excess support fund: Provision of financial assistance to be nominated by those members towards their car, education, pension, housing, personal support or ministry. Any elements unclaimed by members are un-designated and returned to General Fund.

Launch funds: Set aside to provide for the start-up and settling-in costs of new members on the Stay programme.

Mission fund: Funds set aside to enable the charity to actively engage in preparing for the future in the changing world of missions.

SFM % fund: Funds set aside to support struggling members.

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2023			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	355,576	-	355,576
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Bank	67,370	55,042	501,153	623,565
Other current assets	103,823	-	75,000	178,823
Current liabilities	(120,803)	(16,654)	-	(137,457)
Long-Term Liabilities	-	(735,028)	-	(735,028)
Net Assets at 31 March 2023	100,408	1,558,936	576,153	2,235,497

	2022			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	352,832	-	352,832
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	198,867	62,822	482,777	744,466
Current liabilities	(118,255)	(18,701)	-	(136,956)
Long-Term Liabilities	-	(749,530)	-	(749,530)
Net Assets at 31 March 2022	130,630	1,547,423	482,777	2,160,830

17 PENSION SCHEME

The cost to the Company of providing pension and death in service benefits during the year ended 31 March 2023 was as follows:

	2023 £	2022 £
Payments with respect to current staff	30,275	29,686
Payments with respect to team members currently serving overseas	85,291	79,988
	115,565	109,674

18 OPERATING LEASE COMMITMENTS

The total future amounts payable in respect of operating leases shown below are analysed according to the expiry of the leases.

	2023 £	2022 £
Hire of plant and machinery		
Within one year	960	960
Between one and five years:	960	1,920
	1,920	2,880

19 TRUSTEES

No remuneration was paid to the trustees during the year (2022: £nil). No expenses were paid to trustees during the year (2022: £nil).

20 RELATED PARTIES

There were no related party transactions during the year.

21 PRIOR YEAR COMPARATIVES

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2022 £
Income and endowments from:					
Donations and legacies:					
Donations & Legacies	**2**	345,255	5,915	-	351,170
Other trading activities	**3**	97,321	-	-	97,321
Charitable activities:					
Stay programme	**4**	276,877	5,263	862,512	1,144,652
Stride programme	**4**	-	-	63,140	63,140
Step programme	**4**	-	-	17,728	17,728
Total income and endowments		719,453	11,178	943,380	1,674,011
Expenditure on:					
Raising Funds	**5**	122,264	-	-	122,264
Charitable activities	**5**	628,387	-	951,863	1,580,250
Total expenditure		750,651	-	951,863	1,702,514
Realised gains/(losses)		-	-	-	-
Net income/(expenditure) for the year	**6**	(31,198)	11,178	(8,483)	(28,503)
Transfers between funds	**15**	-	-	-	-
Net movement in funds		(31,198)	11,178	(8,483)	(28,503)

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and 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.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Executive, which is the management committee of the charity. Executive membership is determined by the trustees and under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The trustees seek to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body and look to achieve a balance of expertise and experience. In the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the trustee board.

TRUSTEE INDUCTION AND TRAINING

Prior to appointment a substantial proportion of trustees are already familiar with the practical work of the charity having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available.

ORGANISATION

The board of trustees, whose number is unlimited, administers the charity. The board meets five times per year to review strategy and performance and to set the operating plans and budgets. They are assisted by a number of Action Groups:

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland

The Action Groups comprise trustees and other individuals, and operate under specific terms of reference that delegate certain functions from the trustee board. Each Action Group has its decisions ratified by the trustee board.

A Chief Executive known as the Team Leader is appointed by the trustees and has delegated authority over the day to day operations, including programmes, publicity, employment and financial administration. The Team Leader is assisted by the Leadership Team, who are listed below.

The pay for the Leadership Team is reviewed annually and changes are considered by the Finance Committee and approved by the trustees. When setting the pay for this group primary consideration is given to equivalent roles in other similar-sized charities.

VOLUNTEERS

Latin Link continues to benefit from committed people who are willing to give their time to help the work of the charity. This ranges from those serving on the Action Groups to helping with office administration, office maintenance, catering and representing Latin Link at public events.

RISK MANAGEMENT

The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate mitigate Latin Link Britain and Ireland's exposure to the major risks identified by our risk register.

The challenges that face the charity at the moment are to make sure that we are in a sustainable position for the future and then to position ourselves correctly to adapt to the changing mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit, when reviewing the aims and objectives and in planning for future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.



ADMINISTRATIVE DETAILS

LEADERSHIP TEAM

Terry Lockyer
Team Leader / CEO

Esther Stansfield
Head of Mobilisation

Simone Lockyer
Head of Programmes

Kathie Davis-Bater
Head of Central Services and HR

CHARITY DETAILS

Charity number: 1020826 and in Scotland SC052161

Company number: 2811525

Registered office and operational address: 87 London Street, Reading, Berkshire RG1 4QA

DIRECTORS AND TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and those serving during the year and since the year end were as follows:

- Jo Jowett (Chair)
- James Butler
- Richard Stainton
- Evan Winter
- Noreen Bennett
- Iván Neira
- John Harris (Treasurer)
- Charles Douglas
- Nicole Gleghorne
- Keith Farman (resigned 09/22)
- Andrew Binmore (resigned 09/22)
- Rachel Stone (resigned 01/23)

Auditors: Jacob Cavenagh & Skeet, 5 Robin Hood Lane, Sutton, Surrey SM1 2SW

Solicitors: Anthony Collins, 134 Edmund Street, Birmingham, B3 2ES

Mark Mason Employment Law Ltd, Unit 3 Mallusk Enterprise Park, Mallusk Drive, Newtownabbey, BT36 4GN

Bankers: Bank of Scotland, West End Office, St James' Gate, 14-16 Cockspur Street, London, SW1Y 5BL

Working Names: Latin Link also operates under the working names of Latin Link Britain and Ireland, Latin Link B&I, Latin Link Ireland, Latin Link Scotland, and Latin Partners



LATIN LINK

England and Wales
tel: +44 (0)118 957 7100
email: info@latinlink.org.uk
web: latinlink.org.uk

Ireland
tel: +44 (0)7736 033253
email: Ireland@latinlink.org

Scotland
tel: +44 (0)7739 554381
email: Scotland@latinlink.org.uk

Registered office:
87 London Street,
Reading RG1 4QA

Latin Link is a company limited by guarantee, registered in England 2811525. Registered charity no. 1020826 and in Scotland, registered charity no. SC052161.

Registered with FUNDRAISING REGULATOR

Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

England & Wales - Charity number 1020826

Accounts

ANNUAL REPORT
LATIN LINK 2021-22

REPORT AND FINANCIAL STATEMENTS
OF THE TRUSTEES FOR THE YEAR
ENDED 31 MARCH 2022



Latin Link
COMMUNITY WITH A CALLING



Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

Report and financial statements of the trustees for the year ended 31 March 2022.

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2022.

This report also contains the information required by the directors' report under company law.

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Peru 2021: Photo by Sharon Jones

WELCOME

LATIN LINK ANNUAL REPORT 2021-22

The past year has not been short of challenges, a fact that is no doubt true for most of us. The pandemic has changed the landscape of mission work around the world, and with a dark horizon in view for many nations, the next year won't be easy either. But every challenge has the potential to become a new opportunity.

One of the features of Latin Link's work in Britain and Ireland over the past year has been the theme, '*God's immeasurably more*', and this has been a reality for us as we've seen him at work through all those serving across the Latin Link community. This report highlights many of the challenges and opportunities we've encountered, but it also points to Jesus, without whose equipping and enabling our work could not continue.

Among the changes in Britain and Ireland has been the introduction of Terry Lockyer as our new Team Leader and we've already been blessed by all he has brought to the role.

We're grateful to our staff team who have remained committed, innovative, adaptable, and resilient despite much change. They play a critical part in our work in the UK and ensure that our multi-directional ministry continues across Latin America through our wider community: one team – a community with a calling to serve God's mission in many different ways.

We have also welcomed new trustees: John Harris (Treasurer), Nicole Glenhorne (Ireland Action Group), and Charlie Douglas (Scotland Action Group). Whilst we've been blessed by these new additions to our team, we've been sad to lose David Simpson and Meg Morgan, both of whom have given of themselves beyond any expectation over many years, not just in terms of years served, but in their whole-hearted passion for the Lord's work in Latin America, and beyond.

There's a headline on our refreshed website: 'Partnering with churches to share the love and hope of Jesus in Latin America and Europe'. That's why the work of Latin Link matters to us. Wherever we're serving – on staff, as a supporter, or a volunteer – that's our shared vision and common purpose.

On behalf of the trustees, I want to thank you for standing with us through all the challenges we've faced, and all the opportunities we've embraced in the past year. So, take heart as we reflect back on God's faithfulness and look forward with us to all he has for us in the coming year.

God bless,



Jo Jowett,
Chair of Trustees





OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

To advance the mission of Christ, principally in and from Latin America and also amongst Spanish and Portuguese speaking people elsewhere in the world, and in particular (but without limitation to the foregoing) to join in evangelism, church-planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief of those who are suffering hardship or injustice by reason of their physical, social, environmental or economic conditions, including working to prevent the causes of such hardship and injustice.

VISION STATEMENT

Our vision is to see vibrant, Bible-believing Christian communities in every part of Latin America, impacting their neighbours, their societies and the wider world.

VALUES

Our mission springs from a desire to be involved with God in his work, and to bring honour to him. We believe that enabling people to follow their heart to fulfil a calling is how God uses Latin Link to achieve his purposes.

WHAT WE DO

The charity works in partnership with churches to send and receive individuals, families and teams to or from Latin American communities, to share the love of God.

This takes place through three programmes:

Step: short-term mission and discipleship programme for teams, lasting 3–16 weeks

Stride: placements for individuals, couples or families, lasting 6–24 months

Stay: open-ended placements lasting three years and over. This longer-term commitment follows on from a two-year Stride.

In all three programmes, our members are involved in helping local churches and Christians to meet a diverse range of needs, from caring for street children to training church leaders; from supporting university students to generating employment opportunities. This is a reflection of our commitment to integral mission; we believe that sharing the gospel includes addressing both physical and spiritual needs.

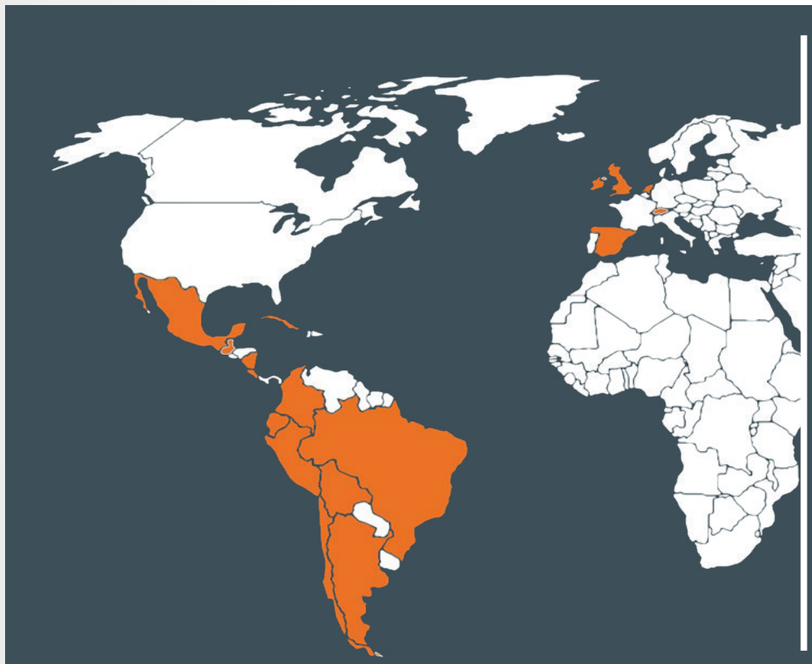
Key to our work is partnering with Latin American Christians for the advance of the mission of Christ, principally by placing people strategically in ministries of Mission Mobilisation; the Reduction of Bible Poverty; and the Increase of Human Dignity.

We seek to enable the Latin American Church, flourishing in depth and numbers, to better fulfil its mission in the world.

WHERE WE WORK

The major area of activity is the placement of people on an ongoing basis in Latin America and Europe, to work alongside local partner churches and Christian organisations.

In the year from 1 April 2021 to 31 March 2022, Latin Link had 67 members serving alongside the local church in Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America), and in Britain, Ireland and Spain (in Europe). This does not the include UK office and regional staff, who are also Latin Link members.



WHERE LATIN LINK WORKS*

Argentina
Bolivia
Brazil
Britain & Ireland
Chile
Colombia
Costa Rica
Cuba
Ecuador
Guatemala
Mexico
Netherlands
Nicaragua
Peru
Spain
Switzerland

**This map shows the countries of service for the whole of Latin Link International, of which Latin Link Britain and Ireland is one country team.*

ACHIEVEMENTS AND PERFORMANCE

INTRODUCTION

Latin Link is a mission organisation, facilitating individuals, families and teams to share the love of God, with and from Latin American communities. We enable Christians to live out their God-given calling to introduce others to Jesus, so they can come to know his life-transforming love and power.

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focusing particularly on communities affected by poverty and injustice.

In the following sections, we will provide examples of the work being achieved through each of these three programmes. We hope that these give a flavour of the breadth and impact of Latin Link's ministry.



STAY PROGRAMME

Latin Link's Stay programme is designed for committed Christians who feel a call to longer-term mission. Stay members have previously completed Latin Link's shorter-term programmes.

44 Members in Latin America

11 Members in Britain and Ireland *(p. 15)*

3 Members in Spain

STAY PROGRAMME 2021-22

During 2021, Latin America was still at the height of Covid-19 restrictions. Most schools remained closed, lockdowns were intermittent and the economic effects prevented people from earning sufficient wages. Central and South America, like much of the developing world, is set to experience the sequential impacts for years to come.

For many of our mission workers, the pandemic halted usual ministries.

In 2022, as we moved away from the immediate disruptions, many have returned to serve, but are now navigating Latin America's 'new normal', which can be seen in the increased levels of poverty and unemployment, lower church attendance, and grief from loss of loved ones.

Despite the challenges, God has been steadfast. There have been many opportunities to grow new ministries, and explore new avenues for sharing God's love and hope.

Read some of our members' stories from the past year to learn about the ways God has been at work through the Stay programme.



GOD LEADS, WE FOLLOW

Earlier in the year, Louis and Maribel Woodley set off on an organised mission to evangelise and give practical help in rural communities in Bolivia, but their path was blocked by landslides.

The pastor of the church they were with didn't want to waste the opportunity to serve - especially seeing as Louis, Maribel and four others had already travelled here from Potosí - so he began making some calls. The group was soon heading off in the opposite direction with a new plan.

"We soon found out why God had changed our destination," Maribel says.

"We stopped by seven small communities and found out that, just the previous day, a river had spilled its banks and destroyed many people's crops – with some people losing their entire yield. In this area of the country, there is only one harvest annually, so they had just lost their main income for the year. We were able to encourage and help them in a small way with our food and clothing contributions and friendship at that tough time."

While they were there, the mission group provided some Bible teaching and children's activities.

The pastor, who is a doctor, also offered simple medical aid to those who needed it.

It was clear to Louis and Maribel that God had known about the grief those communities were going through, and had steered their group to go and join in what he wanted to do there.

They only had limited help in their truck, but God did immeasurably more with it.



"We saw a good number of adults and children come to faith," Louis says. "One lady that accepted the Lord was Silvia, the niece of one of the local church leaders – she was one of those who had lost all her crops in the flood."

A JOURNEY FROM STRIDE TO STAY

Suz Rothwell, a qualified teacher from the UK, shares some reflections on her two-year Stride placement in Recife, before she returns to Brazil as a Latin Link Stay member.

From a young age, I have had a heart for helping vulnerable people, particularly those from countries and communities less privileged than my own.

Years ago, I joined a group from my church on a six-week Step team to Peru.

Our time there was amazing. I felt I was doing exactly what I had always wanted to do.

Returning home, life went on as normal. But when my

circumstances changed, I began to rethink what I was doing, and started reaching out to mission organisations. I hadn't realised that you could serve long term with Latin Link on social action projects but, when they shared all the opportunities available, I just knew Stride was the right thing. I was excited again about what I could be doing with my life.

GOD DID IMMEASURABLY MORE

On my Stride placement in Brazil, I worked for a children's project called *Vale do Senhor*, specifically with about 32 teenage girls from a disadvantaged neighbourhood. We had Bible studies, science experiments, swimming lessons and art. We also started up literacy classes for these teenagers and it expanded to include some of their parents who learned to read for the first time! *(Read on p. 11)* That was one way I saw God do immeasurably more than I'd planned.

I also saw God meeting needs when we prayed. We received food donations just when we needed them. One time we were given enough blankets for every single child and teenager to keep warm in the rainy season. And when the well broke – which provided the project and neighbouring homes with water – somebody gave us exactly the right amount of money to fix it.



I experienced God doing more in people's lives than they'd imagined. Adriely is one girl I really saw flourish over the course of a year. I don't know how she found out about our club, but she went from being a shy, quiet girl to being a role model and leader. Now she's 17, the project has employed her to teach the younger children. She may even take up an apprenticeship with a legal firm from the city who visited and saw her potential. It was amazing to be part of her journey.

BIGGER THAN YOURSELF

I would absolutely recommend Stride! It's an incredible opportunity to give to something bigger than yourself. It's brilliant to learn about another culture, another way of life and to challenge yourself. I really grew in self-awareness during my time in Brazil, which has been a big positive for me.

But you have to be prepared for the reality of life in the sort of communities you may work in. Some things can be frustrating, difficult and hard to witness. Also, expect the unexpected! When I arrived, I had such great plans, and then the world went into a lockdown. Even though it was tough and frustrating, I found out that God had planned different things for me to do.

WHAT'S NEXT AFTER STRIDE?

Arriving back in the UK, encouraged by the time she spent in Brazil, Suz began to consider the option of a longer-term placement. Now Suz is raising support to return to Recife as a Stay member, to continue serving with *Vale do Senhor*, excited for all that God will use her for.

Throughout her time at *Vale do Senhor*, Suz worked alongside Paul Crothers, a Latin Link Stay member who first visited Recife in 2002. Read on to discover how God has been using his work to transform lives.

READ, WRITE, HOPE

Each week in Recife, Brazil, Paul and his team from the *Vale* project play football, pray and chat with around 100 boys and young men who don't have many male role models in their lives.

The pandemic sadly put the football evenings on hold – along with school. As Recife's lockdown started to lift, Paul visited some of his teenagers and was concerned.

"We saw that many of the teenage boys from our project had had their education badly affected by the school closures. All of these boys attend oversubscribed, underfunded and understaffed schools. Many of them also come from dysfunctional families where education is not always valued, so even before Covid, they were at a disadvantage."

According to a report from UNICEF, Covid-19 left five million Brazilian children aged 6-17 with no access to education in 2020.

"During the pandemic they weren't going to school for many, many months," says Paul. "If the schools ran any online teaching, few of these kids had the equipment to access it. It only widened the gap between our boys and others their age.

"We could see that even their basic reading and writing skills were starting to suffer, and I was disheartened to imagine the struggle they were going to face in life if they didn't get back on track."

There was no extra support offered to these teenagers, so Paul and his team decided to step in. They began running a class twice a week for two hours to help the boys catch up and improve their writing skills.

NEXT UP, THE PARENTS

Running these groups for the local teenagers opened a can of worms for the *Vale* team. It became clear that many of the young people's parents had fallen through the cracks of the school system themselves – and that many of them were actually illiterate.

"Many of these adults left school at a very young age – in order to earn money or for other reasons – and they never had a proper opportunity to learn to read and write," Paul explains.

"Others have special educational needs and never received the support they needed. We realised some parents weren't even able to sign their own name.

"We strongly felt this was an affront to their human dignity. Not only that, illiteracy puts lots of stumbling blocks in their way. These families already live in poverty – and not being able to read creates another barrier to accessing their rights. Some told us they were unable to apply for benefits because they couldn't understand the forms."

Seeing their teenage children benefitting from classes suddenly gave these adults a surge of hope that they could learn too. Paul asked what the opportunity would mean to them – they said they wanted to be able to help their children with their schoolwork, to read the Bible, and most of all, they wanted the chance to lose their shame and feel some self-respect.

So now, three evenings per week, a group of parents and other adults from the community gathers to study reading and writing with the *Vale* team.

NEW LIFE THROUGH LITERACY

"The most obvious impact has been the increase in people's self-confidence and self-esteem. The adults have been incredibly committed and are determined to make the most of this opportunity. It is clear that they are really proud of the progress they have made so far."

As the *Vale* team continue to run reading and writing classes for teens and adults, they hope and pray that their students will end up with a brighter future – one with more independence, a chance of a decent job, or simply the ability to come out of hiding and hold their heads up high.



STRIDE PROGRAMME

Using individual skills and giftings, Striders are generally based in a project for between 6 to 24 months (shorter medical electives are available). Even in the shorter placements, Striders find that they can have a big impact– as well as being greatly impacted themselves.

STRIDE PROGRAMME 2021-22

The global impact of Covid-19 has continued to change the shape of Latin Link's Stride programme. In 2021, opportunities to send short-term individuals were few, with most placements being postponed until all travel restrictions were lifted.

Two Striders remained in Latin America throughout the pandemic, finalising their placements in the latter half of 2021. One couple doing Stride were able to begin their placement in early 2021, as they were supporting the development of a local hospital in Ecuador. Since then, three additional members have been able to begin Stride, with two starting in early 2022, and one completing their time on Stride before transitioning to the Stay programme.

Numbers of accepted and prospective Striders are lower than previous years, but there are several new placements to prepare for. We trust in God's timing, and hope to see the programme grow in the coming year.

Despite the challenges and disruptions, we can see how God has used Stride to positively impact lives and partner with the important work of projects across Latin America.

We have been greatly encouraged by how well Striders have adapted to changing circumstances and demonstrated patience throughout uncertainty.

Here are some of the Stride experiences that we are celebrating.



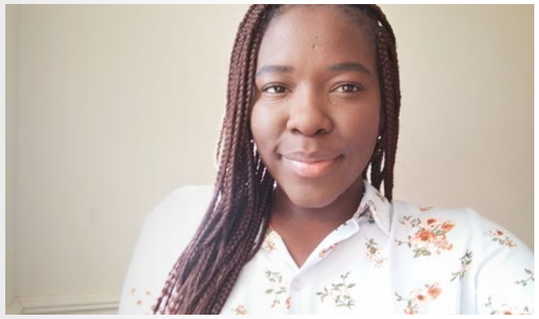
ANDREW

Having spent two-years in multiple projects across Bolivia, Andrew Robertson's Stride placement finished in November 2021. In the midst of Covid-19 restrictions, Andrew adapted so well to the changes and disappointments. It was encouraging to see him take unexpected opportunities and continue to trust God's leading. In a recent Latin Link event, Andrew delved deeper into his experience on Stride; click below to watch his video.



BHOKE

Bhoke Magotti had been waiting to go on Stride since 2017. Due to various challenges, including support raising, applying for British citizenship, Covid-19, and unexpected visa problems, she has had to postpone her placement many times. It was amazing to be able to finally send her to Mexico for five months at the start of 2022.



Bhoke spent her time in Puebla, serving with a children's home. Straight away, she got stuck into the project and helped in any way she could. It was so encouraging to witness her perseverance, resilience, and trust in God.

CAITY

Upon arriving in Ecuador for the start of a six-month placement, Caity Mathews struggled initially in her project. There were many calls between the Reading office, Caity, and Ecuador team to find a resolution. But after a difficult start, God turned the situation around, and Caity thrived. She loved her project. It was hugely encouraging to see her respond and surrender to this challenge and allow God to transform her time in Ecuador.





STEP PROGRAMME

Step is Latin Link's short-term mission programme for teams. Step teams share God's love in a very tangible way as they live and work alongside Latin Americans, offering their support through practical and community-based projects.

STEP PROGRAMME 2021-22

Throughout 2021, we were unable to send Step teams. It was the first year since Step began that a team wasn't sent.

Although disappointing, it was an opportunity to pause, listen to God, and begin to consider his purpose for the future of Step.

In faith, 2021 was spent preparing to send spring and summer teams the following year. Much to our joy, applications for these teams, despite uncertainty around Covid cancellations, was promising. In this post-pandemic world, it was clear that God's call to serve on short-term mission was being stirred once again.

We thank God that 2022 saw Step re-emerge with renewed energy and purpose.

As the financial year came to an end, we were able to host an orientation weekend for a Spring Step team preparing to spend 12 weeks in Ecuador, between April and June.

Preparations also got underway for two Summer Step teams, one to Guatemala and another to Argentina.



THE ROAD AHEAD

We look forward with great excitement for the direction of Step. God continues to use the programme to help Latin American churches meet the immediate needs in their communities, as well as growing people's understanding and love of mission.

We're grateful that Step provides a avenue to partner in God's global work, to encourage the church, and build up a generation of mission-minded, servant-hearted people.

SERVING IN BRITAIN AND IRELAND

Alongside sending members to Latin America, Latin Link facilitates Latin Americans to serve on mission across Britain and Ireland. We firmly believe in the effectiveness and necessity of multi-directional mission whereby God calls and sends people between all nations, to use their gifts in a cross-cultural setting.

Between April 2021 and March 2022, we had 11 Stay members and two Stride members serving throughout Britain and Ireland in a variety of placements.

CHALLENGES AND CELEBRATIONS

This year, we continued to see God at work through our members' projects. We have been encouraged by how faithfully our longer-term members serve their ministries, particularly in light of distruptions caused by the pandemic.

We have been excited to welcome new members Jan Greenwood, formally a member of the Brazil team, and Maribel Beyuma Chao, who shares her experience of ministry in Manchester below.

As with previous years, a key need that we have identified is the development of church partnerships, to inspire more churches across Britain and Ireland to consider receiving and hosting mission workers, and to commit to supporting them. There is no shortage of Latin Americans with a call and desire to serve here, but there is a limited number of placements available. Our hope and prayer is to see more opportunities arising in the year ahead.

In the coming months, we are looking forward to bringing together all Stay and Stride members who work in Britain and Ireland, as well as our staff team, for our yearly retreat. Such occasions have not been possible through the pandemic, so we thank God for the time and space to do so now.

MARIBEL' STORY

When Maribel arrived in Manchester in November 2021, she was full of promise for what God would use her for, but hadn't expected the cultural differences she would need to navigate.



"I grew up in a Catholic school, taught by the sisters – they were some of best teachers a student could ask for," she says. "As part of our education, we were taught about caring for others. The nuns took us into the community to learn about the needs around us."

Talking with a child on the street, the young Maribel was shocked to hear that their parents had left them alone for the day while they went off to find work. This was worlds away from Maribel's upbringing.

"I knew I wanted to help, so I told my parents I was going to become a nun!" she smiles. "But my parents persuaded me to go to university instead."

In her last year of studying, Maribel met a missionary couple from the USA, who helped her truly get to know Jesus and start to follow him. They also connected Maribel with another missionary working

in Bolivia who needed somebody to be a translator as she travelled the country sharing the gospel. Maribel gladly went along; it was an experience that would stick with her.

Years later, Maribel got to know a couple of Latin Link members in Bolivia, who asked her to consider a mission placement in the UK.

Maribel's home church in Bolivia is always active with members involved in over 25 ministries around the city. When they see a local need, they get involved; the church is well-known as a lynchpin in the community.

It was a surprise for Maribel to discover a different situation in Manchester. Although full of passionate, long-serving members, St Hilda's didn't have the support or resources to reach the community in the same way.

BUT WHO WILL GO?

"Our pastor has a lot of dreams to grow and to reach more people. But who will do the work?" Maribel asks. "We need to train people and prepare the church for what God clearly wants to do."

She believes the key to the strength of her church in Santa Cruz is good discipleship; helping each Christian to truly understand their identity in God and put their spiritual gifts to use for his kingdom.

Missionaries took the time to invest in Maribel when she was a new Christian at university. Now on mission herself, she felt called to pay it forward. With the church's support, she set up three new discipleship groups at St Hilda's. She hopes some of the fruit of this will be a renewed connection with the local community and its needs.

THROUGH DIFFERENT EYES

One of the reasons St Hilda's church has hosted several Latin American mission workers is that it has a growing community of Spanish speakers. But some of them don't feel confident making friends with the English speakers across the language and culture barrier.

Maribel is just the right person to help. "I know that part of God's call is for me to connect people of different cultures," she says. "Back when I travelled around Bolivia translating for that mission worker, I was connecting her with the communities we visited. In Manchester, I can do the same thing connecting these two cultures within the church.

They're all parts of one body. I've put English and Spanish speakers into one of my discipleship groups together because that's a great place for them to form deep friendships."

MORE MARIBELS

Latin Link has a vision to enable more Latin Americans to serve here; to expand our multidirectional mission and send God's people 'from everywhere to everywhere'.

For Maribel, these last few months in Manchester have made her want to encourage her Bolivian friends to look beyond their own culture too. They love God, they serve him, they engage with mission throughout their city, country, and continent. But Maribel now sees the need for Latin Americans to go even further – 'to the ends of the earth.'



NORTH TO SOUTH CHALLENGE

COMMUNITY FUNDRAISING INITIATIVE

This year, we have had the joy of hosting a brand new fundraising initiative, with the goal of encouraging our community to collectively raise funds for Latin Link's work. At the tail end of an incredibly difficult few years for Britain and Ireland, and whilst many Latin American countries are still living with the impacts of Covid-19, the need for increased giving and prayer support is evident.

In November 2021, the North to South Community Challenge was born.

15,819	50+	16,607
KM WALKED	PARTICIPANTS	£ FUNDRAISED



Our goal was to walk, run or cycle the length of Latin America, covering a combined distance equivalent to the journey between Mexico and Chile. The route, spanning over 15,000km, began in Puebla, where Latin Link's most northernly mission workers serve.

During the pandemic, Joel Gonzalez and Mayra Gomez de Gonzalez witnessed their Puebla community suffer tremendously from the steep economic decline. Along with others from their church plant, the couple helped prepare food parcels for people who had lost their jobs, and those needing to shield vulnerable family members. They also helped to provide financial support to other church leaders, who's income had diminished due to the absence of Sunday offerings. The support given, both financial and in prayer, has been a huge encouragement to Joel and Mayra.



8 months on and with the help of over 50 participants, we reached the end of our fundraising journey, having raised over £16,000. Our destination was Temuco, Chile, where Benjamín and Ruth Curin expressed the continued needs present in their missional context.

Even now, two years on from the start of the pandemic, the increased cost of living means that many Chileans are struggling. The collective loss and difficult economic landscape mean that churches like Jesus is the Way have a vital part to play. As well as providing food packages, Ruth and Benjamín's pastoral role is crucial for the community's recovery. The church has been, and continues to be, a beacon of hope, and the active support of the Latin Link community is invaluable.

Press the play button to watch a short video and hear more about this challenge from Joel, Marya, Benjamín and Ruth.

FINANCIAL REVIEW
2021-2022

INTRODUCTION

The financial year ended 31 March 2022 has again seen many challenges for most of the year with the continuation of the Covid pandemic still causing disruption at home and abroad. We thank God for the constant prayer and financial support we receive in these difficult times.

Our General Funds level has decreased by £31k ending the year with a total of £130k. Designated Funds have increased by £11k whilst Restricted Funds have decreased by £8k. Within the Restricted Funds, the Step Fund has a deficit of £59k which has accumulated over the past two years as the Step Programme was curtailed due to the pandemic. As this programme re-emerges, we expect the deficit will reduce. Our main priority is to increase the numbers on our Step and Stride activities to provide a more sustainable range of programmes. The Covid restrictions on travel between Latin America, Britain and Ireland and Europe, as well as movement within countries have improved, although there are still some areas that present difficulties.

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Fundraising staff monitor and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

The trustees wish to express their gratitude to all the individuals, churches, and other organisations who have donated funds to Latin Link and our members. We acknowledge that in the current financial situation within the UK and overseas that some supporters may be in financial difficulties and for this reason we never pressure anyone to make a gift. Our Fundraising Complaints Policy is easily accessible on our website.

Latin Link continues to receive support from some commercial participators, and we have an agreement in place with each, which fully complies with the Code of Fundraising Practice requirements. We do not use professional fundraisers. There have been no complaints or criticisms during the year about our fundraising activities.

LOOKING FORWARD

Our main objectives are:

1. As set out in the introduction, a key priority is to increase the numbers on our Step and Stride programmes, as these have a direct connection to our long-term Stay programme.

2. Continuing our strategy of developing our contacts with and to engage UK Christians in what God is doing in Latin America, with the aim of sustaining and expanding multi-directional mission.

3. Developing our church engagement strategy.

4. Developing our work and impact in Latin America through our programmes.

5. With all the current financial uncertainties in the world a priority must be to secure and maintain a sustainable balanced budget, together with having a flexible approach to developments in Global Mission.

GOING CONCERN

The trustees have reviewed the circumstances of the charity and consider that it is a going concern and that they believe that sufficient resources are available to fund the activities for the foreseeable future.

PRINCIPAL FUNDING SOURCES

We do depend on the faithful support and generosity of so many individuals, churches, and other organisations, and without this giving, we would not be able to serve God in this way, so we continue to be thankful for the Lord's faithfulness to our work.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to deposit or invest funds subject to the same conditions as trustees of a trust are permitted to do so by the Trustee Act 2000, as set out in the standard investment criteria of that Act.

The trustees, having regard to the liquidity requirements of the charity and to the reserves policy, have operated a policy of keeping available funds in easily realisable assets, seeking to maximise income and capital growth in line with principles relating to sustainable and responsible investment. Our investment in our residential apartments shows excellent occupation level and continues to provide a steady income and to contribute to our mortgage costs. The overall return achieved on other investments and deposits during this period has been very low, but currently a small recovery in interest rates gives rise to a degree of optimism that rates will continue to improve.

RESERVES POLICY

Our current reserves policy is that the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be at least equal to 25% of expected unrestricted expenditure for the next year, which equates to approximately three months of operational costs (currently calculated at £182k). Free reserves at 31 March 2022 were £174k. This is slightly below the reserves policy level but is considered adequate to meet the needs of the Charity.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice). It is worth noting that the above FRS 102 is currently being revised, but any amendments will probably not be effective before 1st January 2025.

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, including the income and expenditure, 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 (FRS 102)

• 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 and

• 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 are sufficient to show and explain the charitable company's transactions and 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, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the trustees are aware:

1. there is no relevant audit information of which the charitable company's auditor is unaware; and

2. the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution will be proposed at the Annual General meeting that Jacob Cavenagh & Skeet be re-appointed as auditors to the charity for the ensuing year.

By order of the trustees

Jo Jowett
Chair of Trustees

30 September 2022

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)*.

In our opinion the financial statements:

• give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended;

• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

• have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit,

or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

• the information given in the trustees' Report, which includes 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 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 the 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 directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

• 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 directors' remuneration specified by law are not made; or

• we have not received all the information and explanations we require for our audit; or

• the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

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

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to company, employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to management bias in accounting estimates, possible omission of legacy debtors, revenue recognition, insufficient evidence of how charitable funds are ultimately spent, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to: challenging significant accounting estimates, reviewing all legacy correspondence, performing substantive testing on a sample of income and expenditure transactions, agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing Trustees' meeting minutes and evaluating the charity's internal controls.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

USE OF OUR 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 regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Miriam Hickson FCA (Senior Statutory Auditor)
for and on behalf of Jacob Cavenagh & Skeet
Statutory Auditor

Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: .....

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income and endowments from:						
Donations and legacies:						
Donations & Legacies	**2**	345,255	5,915	-	351,170	411,162
Other trading activities	**3**	97,321	-	-	97,321	100,579
Charitable activities:						
Stay programme	**4**	276,877	5,263	862,512	1,144,652	1,215,408
Stride programme	**4**	-	-	63,140	63,140	154,499
Step programme	**4**	-	-	17,728	17,728	4,741
Other Sources:						
Coronavirus job retention scheme government grant	**4**	-	-	-	-	7,393
Total income and endowments		719,453	11,178	943,380	1,674,011	1,893,782
Expenditure on:						
Raising Funds		122,264	-	-	122,264	108,319
Charitable activities		628,387	-	951,863	1,580,250	1,714,277
Total expenditure	**5**	750,651	-	951,863	1,702,514	1,822,596
Realised gains/(losses)		-	-	-	-	-
Net income/(expenditure) for the year	**6**	(31,198)	11,178	(8,483)	(28,503)	71,186
Transfers between funds	**15**	-	-	-	-	-
Net movement in funds		(31,198)	11,178	(8,483)	(28,503)	71,186
Reconciliation of funds						
Total funds brought forward	**15**	161,828	1,536,245	491,260	2,189,333	2,118,147
FUND BALANCES CARRIED FORWARD		130,630	1,547,423	482,777	2,160,830	2,189,333

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

BALANCE SHEET AT 31 MARCH 2022
COMPANY REGISTRATION NUMBER: 2811525

	Notes	2022 £	2021 £
Fixed Assets			
Tangible Assets	**9**	352,832	360,415
Investment Property	**10**	1,900,000	1,900,000
Investments	**11**	50,018	50,018
		2,302,850	2,310,433
Current Assets			
Stock		20	413
Debtors	**12**	67,633	100,364
Cash at bank and in hand		676,813	673,288
		744,466	774,065
Current Liabilities			
Creditors falling due within one year	**13**	136,956	126,824
		136,956	126,824
Net Current Assets		607,510	647,241
Total Assets less Current Liabilities		2,910,360	2,957,674
Creditors falling due after more than one year	**14**	749,530	768,341
Net Assets	**16**	2,160,830	2,189,333
The funds of the charity			
Restricted income funds	**15**	482,777	491,260
Unrestricted income funds:			
Designated	**15**	1,547,423	1,536,245
General	**15**	130,630	161,828
(including revaluation reserve of £689,313)		1,678,053	1,698,073
Total charity funds		2,160,830	2,189,333

Approved by the Board on 15 September 2022 and signed on its behalf by:

Jo Jowett
Director and Chair of the Trustees

STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash used in operating activities		
Net income / (expenditure) for the year	(28,503)	71,186
Adjustments for:		
Depreciation charges	8,942	8,230
(Gains) / losses on investments	-	-
Dividends, interest and rents from investments	(100,231)	(99,784)
Decrease / (increase) in stock	393	-
Decrease / (increase) in debtors	32,731	35,833
(Decrease) / Increase in creditors	10,132	(11,621)
Net cash provided by / (used in) operating activities	(76,536)	3,844
Cash flows from investing activities		
Dividends, interest and rents from investments	100,231	99,784
Proceeds from the sale of property, plant and equipment		
Purchase of fixed assets	(1,359)	(2,075)
Proceeds from the sale of investments		
Purchase of investments	-	-
Net cash provided by / (used in) investing activities	98,872	97,709
Cash flows from financing activities		
Repayment of borrowing	(18,811)	(17,998)
Cash inflows from new borrowing	-	-
Net cash provided by / (used in) financing activities	(18,811)	(17,998)
Increase / (decrease) in cash and cash equivalents in the year	3,525	83,555
Cash and cash equivalents at the beginning of the year	673,288	589,733
Cash and cash equivalents at the end of the year	676,813	673,288

(i) Analysis of Changes in Net Cash/(Debt)	**At 1 Apr 2021**	**Cash flows**	**Other non-cash changes**	**At 31 Mar 2022**
Cash at bank and in hand	673,288	3,525	-	676,813
Bank Loans Falling Due Within One Year	(17,998)	(703)	-	(18,701)
Bank Loans Falling Due In More Than One Year	(768,341)	18,811	-	(749,530)
Total Net Cash/(Debt)	**(113,051)**	**21,633**	**-**	**(91,418)**

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022

ACCOUNTING POLICIES

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of investments to fair value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Latin Link meets the definition of a public benefit entity under FRS 102.

(b) Company status

The charity is a company incorporated in the United Kingdom and limited by guarantee. The address of its registered office can be found on the inside back cover.

(c) Going concern basis of accounting

The trustees have considered the net incoming resources and cash flow forecasts for a period of twelve months from the date the accounts were approved. They believe that sufficient resources exist for the charity to continue its activities and meet all liabilities as they fall due for that period and therefore deem it appropriate to prepare the financial statements on a going concern basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds set aside by the Directors for specific purposes.

Restricted funds are to be used in accordance with specific restrictions imposed by the donors or through the terms of an appeal.

(e) Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;
- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;
- Investment income and appeal income is included when receivable; and Income from charitable activities in respect of team members, projects and short term programmes is included when receivable;
- The Coronavirus Job Retention Scheme grant is recognised in the period to which the underlying furloughed staff costs relate.

(f) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

• Raising funds comprises costs associated with attracting voluntary income and the costs of attracting income for fundraising purposes;

• Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;

• Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and

• All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Costs relating to a particular activity are allocated directly; Costs not directly attributable to specific activities have been apportioned on the basis of the relative size of their direct costs.

(g) Operating leases

Rentals applicable to operating leases in respect of office premises and office equipment are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line basis to write off the cost, less estimated residual value, over their expected useful lives.

Office equipment is depreciated at 20% per annum of cost, new computer equipment at 33% per annum of cost and freehold buildings at 2% per annum of cost.

Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

Investments held as fixed assets are valued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Debtors

Debtors are included at the settlement amount due and prepayments are valued at the amount prepaid.

(k) Cash at bank and in hand

Cash at bank and in hand consists of all amounts held in banks and short term deposits with maturity value of 30 days or less.

(l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and 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.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the Company.

Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Balances denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date and all differences are taken to the Statement of Financial Activities.

2 DONATIONS AND LEGACIES

	Unrestricted £	Designated £	Restricted £	2022 £	2021 £
Donations	300,909	5,915	-	306,824	327,685
Legacies	44,346	-	-	44,346	83,477
	345,255	5,915	-	351,170	411,162

3 OTHER TRADING ACTIVITIES

	2022 £	2021 £
Property Rental	100,231	99,784
Investment income	224	795
Exchange rate gains/(losses)	(3,174)	-
Income from sundry sales	40	-
	97,321	100,579

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Designated £	Restricted £	2022 £	2021 £
Team & retired members, office staff	170,656	5,263	704,551	880,470	896,620
Ministries & Projects	-	-	157,961	157,961	203,347
Administration and Events	106,221	-	-	106,221	115,441
Step and Stride programmes	-	-	80,868	80,868	159,240
Coronavirus job retention scheme government grant	-	-	-	-	7,393
	276,877	5,263	943,380	1,225,520	1,382,041

5 EXPENDITURE

	Voluntary Income	Stride & Step programme	Stay programme	Governance	Fundraising & Publicity	2022 Total	2021 Total
	£	£	£	£	£	£	£
Costs directly allocated to activities							
Team Member costs	-	-	904,627	-	-	904,627	938,472
Latin Partners costs	-	-	33	-	-	33	-
Ministries & Projects	-	-	123,672	-	-	123,672	141,359
Events	459	-	-	-	688	1,147	1,593
Fundraising & Publicity	12,206	-	-	-	18,309	30,515	29,867
Staff costs	-	29,617	-	-	-	29,617	36,163
Strider & Stepper costs	-	71,637	-	-	-	71,637	171,961
Professional fees	-	-	-	21,061	-	21,061	25,938
Trustee meetings	-	-	-	1,221	-	1,221	992
Other costs	40,213	-	-	747	17,304	58,264	51,752
Support costs allocated to activities							
General office, finance and coordinator staff	16,701	31,980	324,778	7,273	11,465	392,197	362,263
Premises	248	475	4,827	108	170	5,828	6,402
Office costs	1,544	2,958	30,036	673	1,060	36,271	30,890
Depreciation	381	729	7,405	166	261	8,942	8,230
Travel & hospitality	148	283	2,877	65	102	3,475	634
Other operational costs	596	1,142	11,600	260	409	14,007	16,080
Total expenditure	72,496	138,821	1,409,855	31,574	49,768	1,702,514	1,822,596

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging/(crediting) the following:

	2022	2021
	£	£
Depreciation	8,942	8,230
Operating lease rentals: office equipment	-	-
Auditors' remuneration for audit services	7,020	6,600
Auditors' remuneration for other services	-	420

7 TAXATION

The charitable activities of the company are exempt from Corporation Tax.

8 STAFF INFORMATION

Staff costs were as follows:

	2022	2021
	£	£
Salaries	489,592	442,890
Social security costs	24,107	17,964
Pension costs	29,686	28,316
Termination payment	14,268	-
	557,653	489,170

No employee received emoluments of more than £60,000 during the current or previous year.

The trustees consider members of the Leadership Team, as disclosed elsewhere in these accounts, to be the key management personnel. The total employer's cost for these staff which includes gross salaries, pensions and employer's NIC is during the year £96,009 (2021: £96,788). Relatives of the key management personnel were paid £28,213 during the year (2021: £24,558).

During the financial year, the previous CEO left the Trust and an ex-gratia payment of £14,268 was made in lieu of notice. Termination payments are recognised when there is a legal or constructive obligation arising. No termination pay was outstanding at the balance sheet date.

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2022	2021
Charitable activities	19	18
Office and administration	11	10
	30	28

The average number of employees during the year, calculated on the basis of headcount, was as follows:

	2022	2021
Charitable activities	21	21
Office and administration	17	16
	38	37

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 15 members received these payments (2021: 23)

9 TANGIBLE FIXED ASSETS

	Freehold Property £	Office Equipment £	Total £
Cost			
At 1 April 2021	426,645	3,821	430,466
Disposals	-	-	-
Additions	-	1,359	1,359
At 31 March 2022	426,645	5,180	431,825
Depreciation			
At 1 April 2021	68,941	1,110	70,051
Disposals	-	-	-
Charge for the year	7,366	1,576	8,942
At 31 March 2022	76,307	2,686	78,993
Net Book Value			
At 31 March 2022	350,338	2,494	352,832
At 31 March 2021	357,704	2,711	360,415

These assets are all used to support all of the charity's activities.

10 INVESTMENT PROPERY

	2022 £	2021 £
Brought forward	1,900,000	1,900,000
Disposals	-	-
Additions		
Revaluation	-	-
	1,900,000	1,900,000

The property is measured at fair value as advised by Lawson Mann Property Consultants, who are independent chartered surveyors. The valuation took place in August 2016, and has been updated by the trustees since.

11 INVESTMENTS

UK holdings	Fixed income bonds £	Alternative Investments £	Total £
Cost			
At 1 April 2021	50,000	18	50,018
At 31 March 2022	50,000	18	50,018
Market Value			
At 1 April 2021	50,000	18	50,018
At 31 March 2022	50,000	18	50,018

12 DEBTORS

	2022 £	2021 £
Income tax recoverable	13,664	14,656
Other debtors	17,571	6,901
Prepayments	8,306	13,557
Income receivable	28,092	65,250
	67,633	100,364

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Taxation and social security	20,898	19,815
Mortgage	18,701	17,998
Other creditors	80,247	80,910
Deferred income	3,125	-
Accruals	13,985	8,101
	136,956	126,824

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022 £	2021 £
Mortgage Loan	749,530	768,341
	749,530	768,341
Mortgage		
Due within 1 -2 years	19,899	24,412
Due within 2 -5 years	63,788	62,935
Due in more than 5 years	665,843	680,994
	749,530	768,341

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which was being used to redevelop the premises. The mortgage is secured on freehold property which represented 16% of the value of the property when it is fully redeveloped. The loan is fully repayable in 30 years. Interest is currently charged at 3.35%.

15 MOVEMENTS IN FUNDS

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2022 £
Restricted funds:						
Individual project and personnel funds	342,374	862,512	(850,608)	-	-	354,278
Step	(59,322)	17,728	(18,011)	-	-	(59,605)
Stride	45,940	63,140	(83,244)	-	-	25,836
Disadvantaged children	120,699	-	-	-	-	120,699
Cochabamba	41,569	-	-	-	-	41,569
Total restricted funds	491,260	943,380	(951,863)	-	-	482,777
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	112,762	5,263	-	-	-	118,025
Designated mission fund	18,606		-	-	-	18,606
Designated SFM 1%	33,280	5,915		-	-	39,195
General Funds	161,828	719,453	(750,651)	-	-	130,630
Total unrestricted funds	1,698,073	730,631	(750,651)	-	-	1,678,053
Total funds	2,189,333	1,674,011	(1,702,514)	-	-	2,160,830

15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2021 £
Restricted funds:						
Individual project and personnel funds	322,818	904,021	(884,465)	-	-	342,374
Step	(38,109)	4,741	(25,954)	-	-	(59,322)
Stride	73,611	154,499	(182,170)	-	-	45,940
Disadvantaged Children	120,699	-	-	-	-	120,699
Cochabamba	-	41,569	-	-	-	41,569
Total restricted funds	479,019	1,104,830	(1,092,589)	-	-	491,260
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	111,472	1,290	-	-	-	112,762
Designated mission fund	15,346	3,260	-	-	-	18,606
Designated SFM 1%	27,506	5,974	(200)	-	-	33,280
General Funds	113,207	778,428	(729,807)	-	-	161,828
Total unrestricted funds	1,639,128	788,952	(730,007)	-	-	1,698,073
Total funds	2,118,147	1,893,782	(1,822,596)	-	-	2,189,333

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

Individual projects and personnel funds: Funds raised to provide financial support for projects and mission partners in Latin America and in Britain & Ireland.

Step fund: Funds used for the short term Step programme.

Stride fund: For the short term Stride programme.

Disadvantaged children: Funds used to help disadvantaged children in South America in accordance with the will of a legator.

Cochabamba: Funds used for Cochabamba in Bolivia in accordance with the will of a legator.

Purposes of Designated Funds

Pensions fund: For the benefit of personnel on attaining their normal retirement age.

Education fund: Provision of financial assistance for the education of serving team members' teenage children.

Capital fund: Funds set aside for the freehold property and office equipment.

Members' excess support fund: Provision of financial assistance to be nominated by those members towards their car, education, pension, housing, personal support or ministry. Any elements unclaimed by members are un-designated and returned to General Fund.

Launch funds: Set aside to provide for the start-up and settling-in costs of new members on the Stay programme.

Mission fund: Funds set aside to enable the charity to actively engaging in preparing for the future in the changing world of missions.

SFM % fund: Funds set aside to support struggling members.

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	352,832	-	352,832
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	198,867	62,822	482,777	744,466
Current liabilities	(118,255)	(18,701)	-	(136,956)
Long-Term Liabilities	-	(749,530)	-	(749,530)
Net Assets at 31 March 2022	130,630	1,547,423	482,777	2,160,830

2021

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	360,415	-	360,415
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	220,636	62,169	491,260	774,065
Current liabilities	(108,826)	(17,998)	-	(126,824)
Long-Term Liabilities	-	(768,341)	-	(768,341)
Net Assets at 31 March 2021	161,828	1,536,245	491,260	2,189,333

17 PENSION SCHEME

The cost to the Company of providing pension and death in service benefits during the year ended 31 March 2022 was as follows:

	2022 £	2021 £
Payments with respect to current staff	29,686	27,923
Payments with respect to team members currently serving overseas	79,988	86,699
	109,674	114,622

18 OPERATING LEASE COMMITMENTS

The total future amounts payable in respect of operating leases shown below are analysed according to the expiry of the leases.

	2022 £	2021 £
Hire of plant and machinery		
Within one year	960	960
Between one and five years:	1,920	2,880
	2,880	3,840

19 TRUSTEES

No remuneration was paid to the Trustees during the year (2021: £nil). No expenses were paid to trustees during the year (2021: nil).

20 RELATED PARTIES

There were no related party transactions during the year.

21 PRIOR YEAR COMPARITIVES

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2021 £
Income and endowments from:					
Donations and legacies:					
Donations & Legacies	**2**	360,359	9,234	41,569	411,162
Other trading activities	**3**	100,579	-	-	100,579
Charitable activities:					
Stay programme	**4**	310,097	1,290	904,021	1,215,408
Stride programme	**4**	-	-	154,499	154,499
Step programme	**4**	-	-	4,741	4,741
Other Sources:					
Coronavirus job retention scheme government grant	**4**	7,393	-	-	7,393
Total income and endowments		778,428	10,524	1,104,830	1,893,782
Expenditure on:					
Raising Funds	**5**	108,319	-	-	108,319
Charitable activities	**5**	621,488	200	1,092,589	1,714,277
Total expenditure		729,807	200	1,092,589	1,822,596
Realised gains/(losses)		-	-	-	-
Net income/(expenditure) for the year	**6**	48,621	10,324	12,241	71,186
Transfers between funds	**15**	-	-	-	-
Net movement in funds		48,621	10,324	12,241	71,186

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and 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.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Executive, which is the management committee of the charity. Executive membership is determined by the trustees and under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The trustees seek to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body and look to achieve a balance of expertise and experience. In the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Trustee Board.

TRUSTEE INDUCTION AND TRAINING

Prior to appointment most trustees are already familiar with the practical work of the charity having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available. All trustees and staff are invited to meet together prior to each quarterly Board meeting.

ORGANISATION

The board of trustees, whose number is unlimited, administers the charity. The board meets quarterly to review strategy and performance and to set the operating plans and budgets. They are assisted by a number of Action Groups:

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland

The Action Groups comprise trustees and other individuals, and operate under specific terms of reference that delegate certain functions from the trustee board. Each Action Group has its decisions ratified by the trustee board.

A Chief Executive known as the Team Leader is appointed by the trustees and has delegated authority over the day to day operations, including programmes, publicity, employment and financial administration. The Team Leader is assisted by the Leadership Team, who are listed below.

The pay for the Leadership Team is reviewed annually and changes are considered by the Finance Committee and approved by the trustees. When setting the pay for this group primary consideration is given to equivalent roles in other similar-sized charities.

VOLUNTEERS

Latin Link continues to benefit from committed people who are willing to give their time to help the work of the charity. This ranges from those serving on the Action Groups to helping with office administration, office maintenance, catering and representing Latin Link at public events.

RISK MANAGEMENT

The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate mitigate Latin Link Britain and Ireland's exposure to the major risks identified by our risk register.

The challenges that face the charity at the moment are to make sure that we are in a sustainable position for the future and then to position ourselves correctly to adapt to the changing mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit, when reviewing the aims and objectives and in planning for future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.



ADMINISTRATIVE DETAILS

LEADERSHIP TEAM

Terry Lockyer
Britain and Ireland Team Leader
Appointed February 2022

Esther Stansfield
Head of Mobilisation

Simone Lockyer
Head of Programmes

Kathie Davis-Bater
Head of Central Services and HR

NB. Neil Brighton served as Team Leader until July 2021

CHARITY DETAILS

Charity number:	1020826
Company number:	2811525
Registered office and operational address:	87 London Street, Reading, Berkshire RG1 4QA

DIRECTORS AND TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and those serving during the year and since the year end were as follows:

- Jo Jowett (Chair)
- Keith Farman (Treasurer)
- Andrew Binmore
- James Butler
- Rachel Stone
- Richard Stainton
- Evan Winter
- Noreen Bennett
- Iván Neira
- John Harris (joined 25/11/2021)
- Charles Douglas (joined 20/01/2022)
- Nicole Gleghorne (joined 20/01/2022)
- David Simpson (until January 2022)
- Margaret Morgan (until March 2022)

Auditors: Jacob Cavenagh & Skeet, 5 Robin Hood Lane, Sutton, Surrey SM1 2SW

Solicitors: Hewetts, 55-57 London Street, Reading, Berkshire RG1 4PS

Bankers: Bank of Scotland, West End Office, St James' Gate, 14-16 Cockspur Street, London SW1Y 5BL

Latin Link
COMMUNITY WITH A CALLING

LATIN LINK

England and Wales
tel: +44 (0)118 957 7100
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web: latinlink.org.uk

Ireland
tel: +44 (0)7736 033253
email: Ireland@latinlink.org

Scotland
tel: +44 (0)7763 009597
email: Scotland@latinlink.org.uk

Registered office:
87 London Street,
Reading RG1 4QA

Latin Link is a registered
charity in England no: 1020826

Registered with
FUNDRAISING
REGULATOR

LATIN LINK

England & Wales - Charity number 1020826

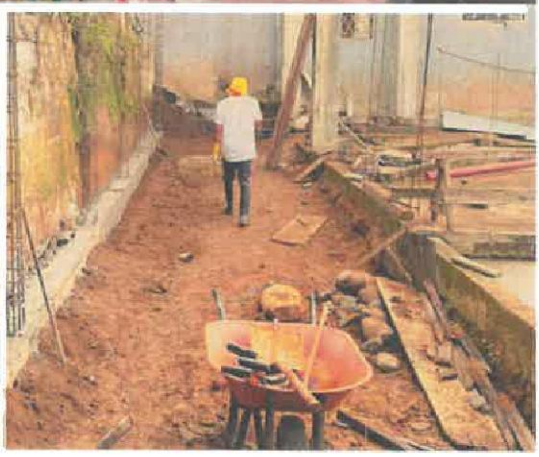
Accounts

ANNUAL REPORT 2020-21

REPORT AND FINANCIAL STATEMENT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021





LATIN LINK
BRITAIN AND IRELAND

Latin Link
COMMUNITY WITH A CALLING



Latin Link
COMMUNITY WITH A CALLING

LATIN LINK BRITAIN AND IRELAND

Report and financial statement of the trustees for the year ended 31 March 2021.

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2021.

This report also contains the information required by the directors' report under company law.

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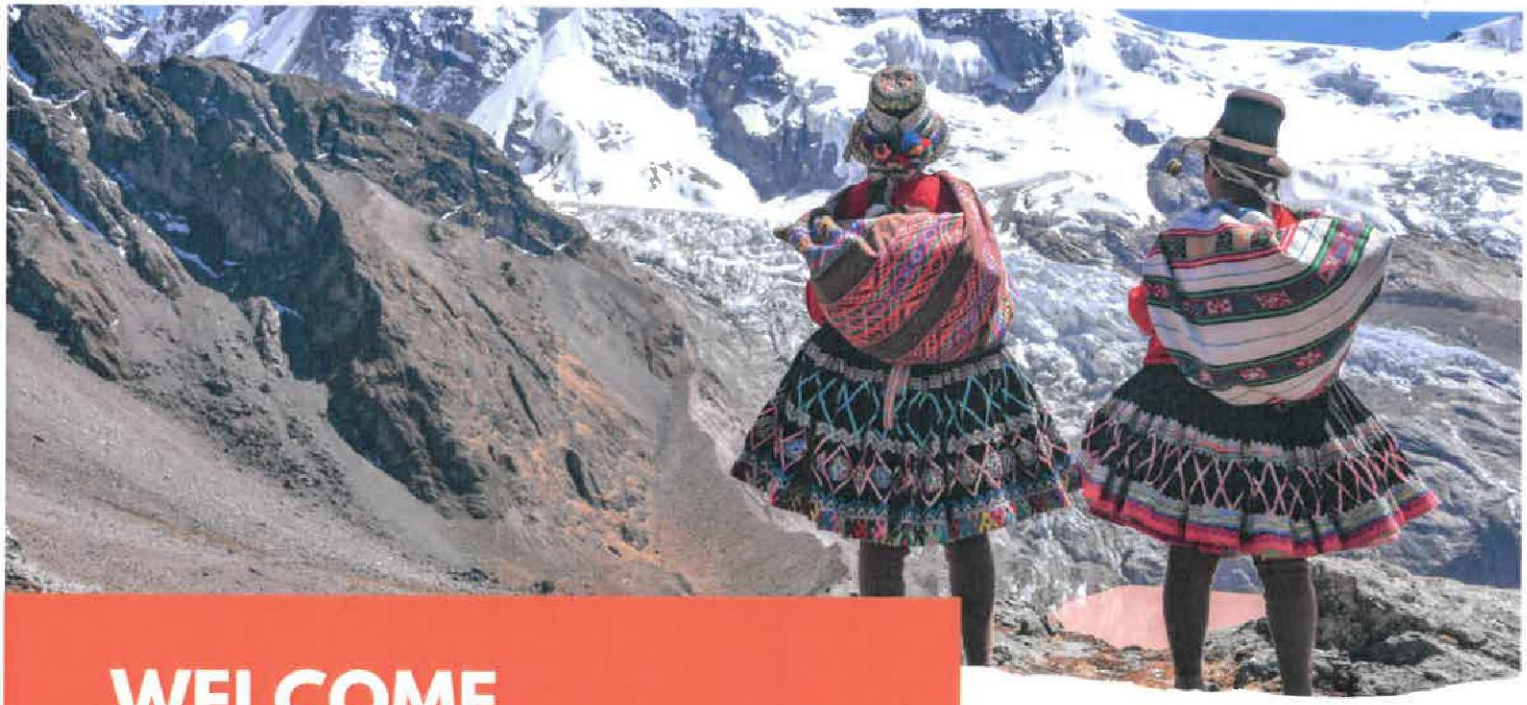
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WELCOME

LATIN LINK ANNUAL REPORT 2020-21



INTRODUCTION FROM THE TRUSTEES

Jo Jowett
Chair of Trustees

As we reflect on the last financial year, it has truly been a year like no other for most of us. Whilst we've faced many challenges and much loss as a result of the pandemic here in the UK, we recognise that its impact on many of our brothers and sisters in Latin America has been far-reaching and life-changing. Yet, the church there remains resilient and even in this context of despair for many, the stories of hope being told have given us great encouragement. Some of those stories, told in this report, will hopefully encourage you too.

Despite this challenging context, our staff team has demonstrated great agility and flexibility in seeking to adapt to new ways of working and communicating, and for some, learning new skills along the way. Some of you will have participated in our online *Inspire!* and Spanish Worship Night events which have had a much greater reach than if they hadn't been delivered digitally. Other developments have included the Stories of Hope features and the Hope-sharers devotionals. Through all this innovation, Christians in the UK and far beyond have been invited to Step into the Story of what God is doing to build his kingdom.

Global Sofa was another innovation which connected Christians in Britain and Ireland with our global neighbours through first-hand insights into cross-cultural life and ministry, and through prayer for different countries. Our Indoor Expeditions fundraising campaign generated significant amounts of money for projects across Latin America and provided a great opportunity to focus our attention outside of our four walls, onto the millions of people in need of our support and prayers during this global pandemic.

Active ministry has continued during this period and I hope you read on to understand more of how the Lord has been using our members serving across Latin America and here

in the UK. Julie Noble shares about the challenges and opportunities in her work in Oruro, Boliva, serving prisoners and their families, working with young offenders, and running discipleship groups, and restorative justice classes.

Jill Spink, serving high up in Madrid's mountain region, shares about the *Cascadas* centre – a retreat centre demonstrating God's generous welcome to all who pass through. 20 years after the centre was first pioneered, God is still providing new opportunities for Jill and the team to serve the surrounding community.

It was disappointing that a number of Striders had to return early from their placements as well as others who had to postpone or cancel theirs. But many others were able to stay and the Lord opened doors for new ways of ministering to their communities, like Dan and Katharine Hollands, serving in Colombia, who reached out to Venezuelan refugees and saw people healed on the streets.

Nicola Brown, a midwife from Northern Ireland, continued to her placement in rural Guatemala where she saw around 100 Covid patients and up to 40 pregnant women every day, and was able to pray with patients and share Jesus with them.

Josh Murphy, previously a Step member, returned to spend nine months in Peru and was able to adapt his ministry very effectively to meet changing needs.

Serving with a church in Chard, Somerset, Incoming Mission member Raquel Lima from Brazil made a tremendous impact helping run a food bank and sports clubs, caring for young peoples' mental health, and ministering to Portuguese speakers in her community.

Returning to the Britain and Ireland team in the UK, in September 2020, Roger Pearce stood down after 24 years as a trustee, many of these serving as Chair of Trustees. We are so thankful to Roger for his many years of service, throughout which he remained a constant and faithful leader, as well as a recognised and valued figurehead within the Latin Link community. I don't presume to be able to fill Roger's shoes, but as a board we are seeking to meet the challenges of good governance practice in a changing world, and also to be intentional in keeping our vision and commitment to God's mission a priority in all we do.

Whilst we're sad to lose Roger, we're now blessed to have a new addition to our trustee team. Iván Neira, a Chilean, brings with him a fresh perspective and a wealth of mission and ministry experience from over three decades of service with OM.

Latin Link is a unique community of people who share a common vision. Each person plays an important part - whether on the staff team, being part of our network of supporters, those who serve on regional action groups, our trustees, and those in churches faithfully maintaining their interest in, and contact with their members who serve with us - we are grateful for each one.

Be blessed and encouraged as you read this account of God at work and rejoice with us in all that He is doing to build his kingdom in Latin America and beyond.

God bless,

Jo Jowett
Chair of Trustees



OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

To advance the mission of Christ in and from Latin America and also amongst Spanish- and Portuguese-speaking people elsewhere in the world, and in particular to join in evangelism, church planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief to the poor and those who are suffering hardship as a result of natural disaster, sickness, old age, or disease, or by reason of their social and economic conditions.

VISION STATEMENT

Our vision is to see vibrant, Bible-believing Christian communities in every part of Latin America, impacting their neighbours, their societies and the wider world.

VALUES

Our mission springs from a desire to be involved with God in his work, and to bring honour to him. We believe that enabling people to follow their heart to fulfil a calling is how God uses Latin Link to achieve his purposes.

WHAT WE DO

The charity works in partnership with churches to send and receive individuals, families and teams to or from Latin American communities, to share the love of God.

This takes place through three programmes:

STEP: short-term mission and discipleship programme for teams, lasting 3–16 weeks

STRIDE: placements for individuals, couples or families, lasting 6–24 months

STAY: open-ended placements lasting three years and over. This longer-term commitment follows on from a two-year Stride.

In all three programmes, our members are involved in helping local churches and Christians to meet a diverse range of needs, from caring for street children to training church leaders; from supporting university students to generating employment opportunities. This is a reflection of our commitment to integral mission; we believe that sharing the gospel includes addressing both physical and spiritual needs.

Key to our work is partnering with Latin American Christians for the advance of the mission of Christ, principally by placing people strategically in ministries of Mission Mobilisation; the Reduction of

Bible Poverty; and the Increase of Human Dignity.

We seek to enable the Latin American Church, flourishing in depth and numbers, to better fulfil its mission in the world

WHERE WE WORK

The major area of activity is the placement of people on an ongoing basis in Latin America and Europe, to work alongside local partner churches and Christian organisations.

In the year from 1 April 2020 to 31 March 2021, Latin Link Britain and Ireland had 82 Latin Link members serving alongside the local church in Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America) and in Britain, Ireland and Spain (in Europe). This does not include UK office and regional staff, who are also Latin Link members.

ACHIEVEMENTS AND PERFORMANCE

Latin Link is a mission organisation, facilitating individuals, families and teams to share the love of God, with and from Latin American communities. We enable Christians to live out their God-given calling to introduce others to Jesus, so they can come to know his life-transforming love and power.

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focusing particularly on communities affected by poverty and injustice.

In the following sections, we will provide examples of the work being achieved through each of these three programmes. We hope that these give a flavour of the breadth and impact of Latin Link's ministry.



**This map shows the countries of service for the whole of Latin Link International, of which Latin Link Britain and Ireland is one country team.*



STAY PROGRAMME

Latin Link's **Stay** programme is designed for committed Christians who feel a call to longer-term mission. Stay members have previously completed Latin Link's shorter-term programmes.

52
Stay members served between April 2020 - March 2021

9
Stay members were unable to leave UK during travel restrictions

5
Stay members temporarily re-located to UK to work remotely

STAY PROGRAMME 2020-21

Like just about everything else, the Stay programme has been greatly affected by the pandemic.

For the past year, Latin America has gone in and out of lockdown, as the UK has also experienced. For Stay members, this has created a constant sense of uncertainty as to whether projects would be open or closed from one month to the next.

From long periods of time, some projects have been required to shut due to high cases of Covid in that area. Thankfully, in most instances, Stay members have been able to continue working between lockdowns at reasonable levels. Many have switched to online working, allowing them to stay connected and continue serving, which has enabled their ministries to continue even when they could not leave home.

One major shift is the increased involvement in relief work, such as delivering food and hygiene packs, and providing shelter - a direct response to the immediate need across Latin America.

Overall, this has been a challenging year for Latin Link's Stay programme – for Latin America itself, for the mission workers serving, and for Latin Link as it attempts to send and receive mission workers to and from Latin America, navigating travel restrictions and local lockdowns. As we reach the end of this financial year, challenges continue as most of the countries we work in are on the UK government's red list.

Despite the challenges, God has been abundant in faithfulness, continuously providing new opportunities to share hope and support people in need. Read stories from Julie Noble and Jaap Bezemer to learn about some of the specific ways Stay members have been able to adapt their work to meet the growing need.

PRISON MINISTRY IN BOLIVIA: JULIE NOBLE

When Bolivia went into lockdown, prisoners and their children couldn't have been prepared for the challenges awaiting them. Latin Link's Julie Noble explains what happened in Oruro, and how your support has made a difference.

"When mums or dads go to prison in Bolivia, their children face a challenging future. Under-sevens can live in the prison with their mothers, while older children live with a family member or friend outside. It can be a struggle to look after them with one parent's income now lost."

"Prison Fellowship Oruro set up the Angel Tree Centre (volunteers pictured above) to support these children and their families. The Centre provides lunch and an after-school club for the kids, as well as practical and spiritual support for their parents, in prison or out. I am part of a team that works inside the women's prison and the young offenders' institution, running discipleship groups and restorative justice classes."

DOUBLE-LOCKED

"You would think that prisoners are used to being 'locked down'. But this time has been very hard for the Angel Tree families. All prison visits were suspended from 15 March, so the children outside the prison have not seen their mums or dads for a long time. Schools are likely to remain closed until February 2021, and the children inside the prison are frustrated and bored at not being able to go out to school or the Angel Tree Centre. It's boring at the young offenders' institution as well, with no outside organisations allowed to run classes or activities."

"The young offenders are mainly worried about how their families are coping with reduced income in these times. Recently, schools distributed packs of food to their students and all the young offenders – who get fed by the institution – asked for their food packs to be given to their families instead."

"Prisoners haven't been receiving the practical help they usually get from their families, so they can't get hold of basic things like soap – so vital right now."

YOUR SUPPORT PROVIDING A LIFELINE

"It's thanks to our supporters that Prison Fellowship Oruro has able to help these children and their families during the lockdown. Generous donations and funds raised through the Indoor Expeditions campaign (p. 16-17) have supported our efforts to make up food parcels for the Angel Tree families, help the kids with homework over WhatsApp, and keep in touch and pray with them."



"The prisoners don't have mobile phones but the team speak to them and the children on the prison payphones. They asked the children to write or draw what they were feeling during the lockdown and were able to talk to them about it. The funding has also paid for vital hygiene packs (soap, etc) for the mums, dads and children in prison, and devotional materials for those in the prison discipleship groups."

"The children are sent some work to do by their schools but sometimes don't have all the things they need to

complete it – thanks to donations, school resources have been sent into the prison for them, as well as milk and porridge oats for the 15 mothers in prison with babies or toddlers – it's so tough for them having no family help or visits."



"The Angel Tree Centre is a supportive community for these families, and the team is working hard to keep this going, despite having to remain closed to the children until schools reopen. They have been acting as postmen, delivering letters between the children. They're hoping to produce a newsletter to keep the families connected, and wondering if they could run a half day 'virtual camp', as the children are disappointed about the usual camp being cancelled."

"I am so grateful to God for the whole team's creativity and perseverance in these strange times. We have had great opportunities to pray with prisoners and their families over the phone or in socially-distanced encounters. We thank God that there haven't been many cases of Covid-19 in the prisons yet. And we thank God for supporters like you and the lifeline you're helping to provide. Please pray for God's guidance about more ways to support this community until we can reopen the Angel Tree Centre and be with the prisoners and young offenders in person again."

Adela's husband is in prison; her daughter usually attends the Angel Tree Centre.

"We depend on my income from selling shoe-cleaning brushes, but during the strict lockdown you could no longer sell anything except food. That affected us a lot and we started to lack basic essentials. I was pregnant and afraid of getting the virus so I didn't want to take risks - that made it even more difficult to support my family."

"As time went on, my landlords started to insist I make the monthly rent payments or we would be evicted. I didn't have the means to pay any more."

"That's why I asked the Angel Tree Centre for help, because I didn't know who else to turn to. They helped me with food, with words of encouragement, calling us every week and looking for other ways to help me. They have been a great blessing in my life in these times."

GOD'S GENEROUS WELCOME: JILL SPINK

The *Cascadas* (Waterfalls) Retreat Centre sits high up in a picturesque mountain region an hour from Madrid. It's a welcome stop for visitors and volunteers from around the world, offering a space to marvel at God's creation and spend time with a unique community of believers.

Everyone is welcome here - from gap-year students to refugees. Jill Spink, a Latin Link member, was one of the pioneers who planted *Cascadas* over 20 years ago, and she's been there to watch it grow ever since.

Jill explains: "The original vision was to offer a place for reflection, somewhere that displayed the beauty of nature. Being only an hour outside of the capital, we're accessible, but when you come up here into the valley, it's like you're in another world."

"But as well as providing a physical place for people to retreat, we wanted to allow space for study and reflection together, particularly on issues that the church doesn't always talk about. If we believe in the God of the Bible, we must believe he cares about all areas of our lives; education, social issues, the environment - everything."

Two decades later, the centre is seeing this vision come to life in new ways.

STUDYING TOGETHER

Cascadas has been focusing on 'creation care' in recent years in response to the climate crisis. "In many of our teaching workshops, we look at what the Christian perspective is on creation," says Jill. "As *Cascadas* sits on the edge of a national park, there are lots of opportunities to enjoy God's handiwork. After a group has spent time talking, creating artwork or learning from the Bible, we take them out into nature to reflect or do something practical. That might be helping in our organic garden, with planting or composting – we had even planned an activity week over the summer that included a river clean-up!"

"As Christians, we know how important this topic is," Jill continues. "Creation care isn't just about having a more beautiful planet, it's a social (and theological) issue. As our environment suffers, it's the poorest populations who suffer first as climate refugees, and disproportionately so."



BRINGING OUTSIDERS IN

Cascadas has always placed an emphasis on serving its neighbours. In recent years, God's thrown a few surprises their way...

When the hotel next door was rented by a Christian project, it became a home for around 20 refugees, most of whom are Latin American.

"Because we're right next door, we've been able to get involved with them a little, and even offer living space for some of their workers," says Jill. "Last year, we hosted Bible studies and talks, and it was fantastic to welcome some of the refugees and staff (most of whom aren't Christians) to take part and be included. We're gradually building bridges with them."

Another unexpected chance to welcome people in, came through a *Cascadas* team member. She works at a rehabilitation centre in the city for people with psychiatric disorders.

"To start with, people from the centre would come for the day and we were creating a space for them to be out of the city and interacting with people," Jill explains. "This developed into occasional weekends and some longer holiday weeks."

"They heard about our different activities and workshops and wanted to join in. It's been really good to have them with us."

"Many of these individuals only really have contact with social workers and mental health professionals. When they come here, they get to mix with all kinds of people from the *Cascadas* community, as well as more people in the village - it's great for their social interaction and rehabilitation." God's generous welcome can bring anybody into community.

On their little plot in the Spanish countryside, Jill and the *Cascadas* team are reflecting Latin Link's big mission: to be a community with a calling to love and serve God and our neighbours.



STRIDE PROGRAMME

Using individual skills and giftings, Striders are generally based in a project for between 6 to 24 months (shorter medical electives are available). Even in the shorter placements, Striders find that they can have a big impact– as well as being greatly impacted themselves.

STRIDE PROGRAMME 2020-21

19	8	15
Stride members served between April 2020 - March 2021	Stride members finished placements early due to Covid-19	Stride placements needed to be cancelled or postponed

This year has presented several key challenges for Latin Link's Stride programme. As the impact of Covid-19 worsened at the end of the previous financial year, we were confronted with the urgent need to cut short many placements, postpone others, and even cancel upcoming placements for a handful of prospective Stride members.

In total, eight Striders left their placements early, and we missed out on the opportunity to send a further 15 people on mission placements – a disappointing reality, but unavoidable under the current circumstances. From March 2020 until January 2021, all applicants awaiting placements were unable to travel. Since then, we've been able to send our first Striders, Stewart and Anna-Claire from Northern Ireland, who have gone out specifically to meet the need of a local hospital in Ecuador, Anna-Claire as a medical professional, and Stewart as an engineer.

However, through difficult circumstances came signs of God's faithfulness and provision. Striders adapted what they're doing to meet the needs of those around them, and unexpected stories of hope began to emerge. **Here are some examples from this year's Stride programme.**

DAN AND KATHARINE HOLLANDS, **COLOMBIA**

Six weeks into their 12-month placement, the Hollands family were faced with the difficult decision: stay in Colombia or return early to the UK. Beliving God still had a plan for them, but unsure what their project would look like now, they chose to stay.

As they talked with church leaders and prayed together, the needs around them became increasingly apparent.

"We began to realise that food was one of the biggest needs."

The Hollands family worked with the local church

to provide hot meals for the many Venezuelan refugees making the arduous journey back to Venezuela on foot, due to lack of government support in Colombia.

"We were able to give them food, and meet the need, but in doing so, there were so many opportunities. We saw people healed on the streets and hit by the Holy Spirit."

Hear more about the Hollands ministry in Colombia by watching their short interview.



bit.ly/latinlink-hollands

NICOLA BROWN, **GUATEMALA**

Nicola Brown, a midwife from the UK, arrived in Guatemala for a year's Stride in January 2020. The pandemic hit as she was completing her initial three months of Spanish language study in Guatemala City. Miraculously, she was still permitted to travel across the country in April to begin her hospital placement.

"We saw between 40 to 100 Covid patients from the indigenous community every day. I, sometimes with a doctor and sometimes alone, looked after 15 to 40 pregnant patients daily."

"One of the greatest differences and biggest joys I found working as a midwife in Guatemala, is that we had the privilege of being open about our faith. We were able to talk about God with the patients and offer to pray with them."

"As you can imagine, we had many emergencies and many difficult cases because of Covid and the lack of resources in the country. Sometimes there was very little we could do, so praying with a patient was a significant way to bring hope."

Watch Nicola's interview to learn more about her midwifery placement in Guatemala.



bit.ly/latinlink-nicola

JOSH MURPHY, **PERU**

Josh Murphy spent nine months in Arequipa, Peru. The projects he was due to work with were largely impacted by Covid-19, however, Josh still seized the opportunity to get involved where possible. He served in two projects whilst there.

"The first, *Quiero Vivir* (I want to live) is a drug and alcohol rehabilitation centre. There, I taught some English, I ran some music workshops, lead Bible studies each week, and just generally got involved with the day-to-day life of the center; playing football, taking part in different sessions, and forming relationships with the guys."

"My other placement was a centre called Shalom, which is a school for children with disabilities. I wasn't able to go to the school at all (due to Covid-19 restrictions). But I was part of a team that ran weekly devotional videos for the children."

"We were really able to engage the whole family with some of these Bible stories and teachings, which is an opportunity that you wouldn't normally have if it was just the kids in schools."

Learn more about Josh's Stride placement by watching his short interview.



bit.ly/latinlink-josh



STEP PROGRAMME

Step is Latin Link's short-term mission programme for teams. Step teams share God's love in a very tangible way as they live and work alongside Latin Americans, offering their support through practical and community-based projects.

STEP PROGRAMME 2020-21

The Step programme has been brought to a halt because of the global impact of Covid-19. After bringing our spring 2020 team home early from their placement last March, we've been unable to send a team since. This has resulted in the cancellation of three summer Step teams and two spring Step teams.

Although it's hugely disappointing not to be running the programme as usual, we're delighted that previously returned teams have been able to get involved in other ways, either by fundraising for projects they worked with whilst in Latin America, or by attending online Latin Link events.

During the past year, we also had the pleasure of supporting one returned Step member who felt called back to Peru. After being so impacted by his time at the Shalom Centre during Step, Josh Murphy decided to return for longer, taking on a nine-month Stride placement at the same project. Josh's experience brilliantly demonstrates the interrelated aspect of our two short-term programmes. Read more about his mission experience in the previous section.



GOING FORWARD

While travel restrictions and local lockdowns remain in place across Latin America, there is no certainty regarding when or where future teams will be sent. For now, we are keeping a close eye on the situation - at both a local and global scale - listening carefully to our members and church partners on the ground, and taking advice from the FCDO (Foreign, Commonwealth & Development Office), with a view to sending Step teams again when safe and appropriate to do so.



INCOMING MISSION MINISTRY

Incoming Mission (IM) is the ministry of Latin Link that connects and supports Latin Americans with receiving churches in Britain and Ireland. Through our Incoming Mission ministry, we accept Latin American's who love God and are passionate to see lives changed by the gospel. Members are placed within the ministry teams of local churches or church projects.

Latin Link offers Latin Americans the opportunity to participate in two programmes - Stride or Stay.

11
IM members served between April 2020 - March 2021

4
IM placements were cancelled or postponed due to Covid-19

1
IM member has worked remotely from Latin America

INCOMING MISSION 2020-21

The Incoming Mission ministry has faced several key challenges during the financial year just gone. For the members already positioned in UK placements, there has been the task of restructuring ministerial activies for online use, due to the shift in churches moving church services online and asking staff to work remotely.

For those members waiting to begin placements, more obviously barriers presented themselves. Due to global travel restrictions, permitting new members to fly from Latin America has required a lot of careful thought and preparation, and the vast majority of placements were, as a result, cancelled or postponed.

Additionally, because of the devastating economic impact of Covid-19 across Latin America, many prospective Incoming members have been unable to secure funding from their sending churches, making the journey even more difficult.

Despite the disruptions, the continual positive impact of Incoming Mission is evident.

We are encouraged by testimonies from across the wide array of project types, which clealy show how lives are being changed and communities transformed, with help from Incoming members.

RAQUEL LIMA, BRAZIL TO UK

In October, we were able to welcome Raquel Lima to her new placement in Somerset. Raquel, sent from her home church in São Paulo, is working alongside Forefront Community Church in Chard, to support their youth and community outreach.

Whether running sports clubs in schools, helping young people care for their mental health, leading Alpha courses, or supporting the work of a local food bank project, Raquel's role in the community has been a huge asset to the church's ministry. Since arriving in Chard, Raquel has thrown herself into all areas of church life and the impact can be clearly felt.

We recently sat down with Raquel to share her story of Incoming Mission so far. Watch the full video using the link below.





INDOOR EXPEDITIONS

RAISING FUNDS, MEETING NEEDS

As the first cases of coronavirus were reported in Latin America, Latin Link braced itself for the worst. Knowing the pre-existing challenges many Latin American communities face, the added devastation of a pandemic could be catastrophic.

Stories began flooding in from partners, friends, and projects connected with Latin Link, and many of our fears were confirmed. Families, communities, entire countries in urgent medical and economic need.

As Latin America's desperate fight against Covid-19 became clearer, so too did our community's desire to help.

In May 2020, we launched the Indoor Expedition fundraising campaign, a way of engaging our faithful supporters and providing a simple model for raising money.

The challenge was for people to get sponsored as they walked, ran, or cycled the equivalent distance of a famous Latin American landmark around their house, garden, or outside during their daily exercise allowance.

For some, it was a 46km trek to Colombia's Lost City; for others, it was the 60km trail to Machu Picchu. A handful took on an 82km hike around the shoreline of Guatemala's Lake Atitlán; and for a few brave individuals, it was a grueling 100km trek to Chile's Torres del Paine landmark.

SURPASSING EXPECTATIONS

Within days of the campaign launching, supporters, staff members, mission workers and returned mission workers had signed up to take part. Weeks in, as the funds raised began to surpass our initial expectations, we could only praise God for his provision, and thank all those involved for playing their part.

£40K	100	6269
Around £40,000 raised for communities affected by Covid-19	Nearly 100 individuals took on an expedition to raise money	A combined 6,269 km walked, ran, cycled or swum





HELPING FROM A DISTANCE

Whilst in Guatemala, our 2019 Step team supported the work of a Guatemalan NGO called AMI San Lucas. During the lockdowns in Guatemala, AMI San Lucas has been serving vulnerable families around the community in a whole range of practical ways.

Aware of the community's needs and how AMI San Lucas was responding, the nine Steppers decided they would each take on an Indoor Expedition to help the project.

"AMI San Lucas provides support to the people in their community who need it the most, and in a time like this they need all they help they can get. During our time in Guatemala, we stayed by the beautiful Lake Atitlán. So for our fundraiser, we decided to each walk the distance of the lake's shoreline – 82km!"

In May, they each began their week-long expedition and between them raised an incredible £3,120 for AMI San Lucas' work.



ONE OF THE MANY PROJECTS SUPPORTED

AMI San Lucas is a community development project that works in rural towns and villages in the Sololá department of Guatemala.

During the lockdown, many local families have struggled to earn a living and have been going without basic supplies.

Indoor Expeditions fundraising has helped to provide valuable food parcels and hygiene kits to 66 families connected to the project, which is around 264 individuals.



One family gratefully receiving this support are Petrolina (pictured above), her husband, and five children.

Petrolina's husband lost his job due to the lockdown. After some time, he managed to find a job selling firewood for one or two days a week, earning £3 a day – this simply couldn't cover the cost of living. Many times the parents went without food so the children could eat a little.

Thanks to the funds you raised, AMI San Lucas was able to provide the family with regular food supplies. Petrolina said: "I am truly thankful to you for the support you have given me, which is of much help for my family."

More examples of how Indoor Expedition funds were used can be read at: **latinlink.org.uk/your-support.**

FINANCIAL REVIEW

The year ended 31 March 2021 has witnessed significant challenges for most of the year with the onset of the Covid-19 pandemic causing such disruption around the world. We have been humbled by our prayer support as well as financial provision for which we give thanks to God.

Our Unrestricted Funds level has increased by £48k achieving a total of £161k. Designated Funds have increased by a more modest £10k in the year. In terms of our programmes, we have been hampered by the Covid restrictions on travel between Latin America, Britain and Ireland and Europe, as well as movement within countries.

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Fundraising staff within the Development and Communications Team monitor and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

The trustees are grateful to all the individuals, trusts, churches, and other organisations who have donated funds to Latin Link and our members. We recognise that some supporters may be in vulnerable circumstances, and we take care to serve them appropriately. We never pressure anyone to make a gift. Our Fundraising Complaints Policy is easily accessible on our website.

Latin Link receives support from some commercial participators, and so we have an agreement in place with each, which fully complies with the Code of Fundraising Practice requirements. We do not use professional fundraisers. There have been no complaints or criticisms during the year about our fundraising activities.

LOOKING FORWARD

Our current objectives are:

1. Continuing to engage UK Christians with what God is doing in Latin America, which includes sending and receiving people both to and from Latin America.

2. To keep within a balanced budget.

3. To continue developing our strategic plan, being flexible and responsive in light of the changes happening in global mission.

GOING CONCERN

The trustees have reviewed the circumstances of the charity and consider that it is a going concern and that they believe that sufficient resources are available to fund the activities for the foreseeable future.

PRINCIPAL FUNDING SOURCES

We depend on the support and generosity of many faithful individuals, trusts, churches and other organisations. Without this, at times, sacrificial giving, we would not be able to serve God in this way, so we continue to thank Him for his faithfulness.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the trustees wish.

The trustees, having regard to the liquidity requirements of the charity and to the reserves policy, have operated a policy of keeping available funds in easily realisable assets, seeking to maximise income and capital

growth in line with principles relating to sustainable and responsible investment. Our investment in converting part of our building into apartments continues to provide a steady income and to contribute to our mortgage costs. The overall return achieved on other investments and deposits continues to be very low and is not expected to improve significantly in the short-term.

RESERVES POLICY

Our current reserves policy is that the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be at least equal to 25% of expected unrestricted expenditure for next year, which equates to approximately three months of operational costs. Currently, we continue to be below this level (21%), however, this is an improvement on last year and we will work towards further improvement during 2021-22.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally 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, including the income and expenditure, 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 (FRS 102);
- 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 and;
- 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 are sufficient to show and explain the charitable company's transactions and 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, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding 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 audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

A resolution will be proposed at the Annual General meeting that Jacob Cavenagh & Skeet be re-appointed as auditors to the charity for the ensuing year.

By order of the trustees



Jo Jowett
Chair of Trustees

16 September 2021

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

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

Our responsibility is to read the other information

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the trustees' peport, which includes 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 directors' report included within the trustees' peport has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the 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 directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

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

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company, we identified that the principal risks of non-compliance with laws and regulations related to company, employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team. We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items, management override of controls, possible omission of legacy debtors, revenue recognition and insufficient evidence of how charitable funds are ultimately spent.

In response to the risks identified we designed procedures which included, but were not limited to: agreeing financial statement disclosures to underlying supporting documentation, identifying and testing journal entries, reviewing trustees minutes, challenging significant accounting estimates including the investment property value, evaluating the charity's internal controls, reviewing all legacy correspondence and performing substantive testing on a sample of income and expenditure transactions.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

USE OF OUR 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 regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Miriam Hickson FCA (Senior Statutory Auditor)
for and on behalf of Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 7/10/2021

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income and endowments from:						
Donations and legacies:						
Donations & Legacies	2	360,359	9,234	41,569	411,162	565,779
Other trading activities	3	100,579	-	-	100,579	107,508
Charitable activities:						
Stay programme	4	310,097	1,290	904,021	1,215,408	1,250,531
Stride programme	4	-	-	154,499	154,499	254,530
Step programme	4	-	-	4,741	4,741	26,178
Other Sources:						
Coronavirus job retention scheme governement grant	4	7,393	-	-	7,393	-
Total income and endowments		778,428	10,524	1,104,830	1,893,782	2,204,526
Expenditure on:						
Raising Funds		108,319	-	-	108,319	139,393
Charitable activities		621,488	200	1,092,589	1,714,277	1,803,187
Total expenditure	5	729,807	200	1,092,589	1,822,596	1,942,580
Realised gains/(losses)		-		-	-	-
Net income/(expenditure) for the year	6	48,621	10,324	12,241	71,186	261,946
Transfers between funds	15	-	-	-	-	-
Net movement in funds		48,621	10,324	12,241	71,186	261,946
Reconciliation of funds						
Total funds brought forward	15	113,207	1,525,921	479,019	2,118,147	1,856,201
FUND BALANCES CARRIED FORWARD		161,828	1,536,245	491,260	2,189,333	2,118,147

The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

BALANCE SHEET AT 31 MARCH 2021

COMPANY REGISTRATION NUMBER: 2811525

	Notes	2021 £	2020 £
Fixed Assets			
Tangible Assets	9	360,415	366,570
Investment Property	10	1,900,000	1,900,000
Investments	11	50,018	50,018
		2,310,433	2,316,588
Current Assets			
Stock		413	413
Debtors	12	100,364	136,197
Cash at bank and in hand		673,288	589,733
		774,065	726,343
Current Liabilities			
Creditors falling due within one year	13	126,824	138,445
		126,824	138,445
Net Current Assets		647,241	587,898
Total Assets less Current Liabilities		2,957,674	2,904,486
Creditors falling due after more than one year	14	768,341	786,339
Net Assets	16	2,189,333	2,118,147
The funds of the charity			
Restricted income funds	15	491,260	479,019
Unrestricted income funds:			
Designated	15	1,536,245	1,525,921
General	15	161,828	113,207
(including revaluation reserve of £689,313)		1,698,073	1,639,128
Total charity funds		2,189,333	2,118,147

Approved by the Board on 16 September 2021 and signed on its behalf by:

Jo Jowett
Director and Chair of the Trustees



STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash used in operating activities		
Net income / (expenditure) for the year	71,186	261,946
Adjustments for:		
Depreciation charges	8,230	7,612
(Gains) / losses on investments	-	-
Dividends, interest and rents from investments	(99,784)	(104,595)
Decrease / (increase) in stock	-	2,104
Decrease / (increase) in debtors	35,833	(76,441)
(Decrease) / Increase in creditors	(11,621)	(11,514)
Net cash provided by / (used in) operating activities	3,844	79,112
Cash flows from investing activities		
Dividends, interest and rents from investments	99,784	104,595
Proceeds from the sale of property, plant and equipment		
Purchase of fixed assets	(2,075)	(1,746)
Proceeds from the sale of investments		
Purchase of investments	-	-
Net cash provided by / (used in) investing activities	97,709	102,849
Cash flows from financing activities		
Repayment of borrowing	(17,998)	(17,370)
Cash inflows from new borrowing	-	-
Net cash provided by / (used in) financing activities	(17,998)	(17,370)
Increase / (decrease) in cash and cash equivalents in the year	83,555	164,591
Cash and cash equivalents at the beginning of the year	589,733	425,142
Cash and cash equivalents at the end of the year	673,288	589,733

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

ACCOUNTING POLICIES

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified for the revaluation of investments to fair value, with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Latin Link meets the definition of a public benefit entity under FRS 102.

(b) Company status

The charity is a company incorporated in the United Kingdom and limited by guarantee. The address of its registered office can be found on the inside back cover.

(c) Going concern basis of accounting

The trustees have considered the net incoming resources and cash flow forecasts for a period of twelve months from the date the accounts were approved. They believe that sufficient resources exist for the charity to continue its activities and meet all liabilities as they fall due for that period and therefore deem it appropriate to prepare the financial statements on a going concern basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds set aside by the Directors for specific purposes.

Restricted funds are to be used in accordance with specific restrictions imposed by the donors or through the terms of an appeal.

(e) Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;
- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;
- Investment income and appeal income is included when receivable; and Income from charitable activities in respect of team members, projects and short term programmes is included when receivable;
- The Coronavirus Job Retention Scheme grant is recognised in the period to which the underlying furloughed staff costs relate.

(f) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

• Raising funds comprises costs associated with attracting voluntary income and the costs of attracting income for fundraising purposes;

• Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;

• Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and

• All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Costs relating to a particular activity are allocated directly; Costs not directly attributable to specific activities have been apportioned on the basis of the relative size of their direct costs.

(g) Operating leases

Rentals applicable to operating leases in respect of office premises and office equipment are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line basis to write off the cost, less estimated residual value, over their expected useful lives.

Office equipment is depreciated at 20% per annum of cost, new computer equipment at 33⅓% per annum of cost and freehold buildings at 2% per annum of cost.

Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

Investments held as fixed assets are valued at fair value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

(j) Debtors

Debtors are included at the settlement amount due and prepayments are valued at the amount prepaid.

(k) Cash at bank and in hand

Cash at bank and in hand consists of all amounts held in banks and short term deposits with maturity value of 30 days or less.

(l) Creditors and provision

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and 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.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the Company.

Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Balances denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date and all differences are taken to the Statement of Financial Activities.

2 DONATIONS AND LEGACIES

	Unrestricted £	Designated £	Restricted £	2021 £	2020 £
Donations	318,451	9,234	-	327,685	345,394
Legacies	41,908	-	41,569	83,477	220,385
	360,359	9,234	41,569	411,162	565,779

3 OTHER TRADING ACTIVITIES

	2021 £	2020 £
Property Rental	99,784	104,595
Investment income	795	2,643
Income from sundry sales	-	270
	100,579	107,508

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Designated £	Restricted £	2021 £	2020 £
Team & retired members, office staff	194,656	1,290	700,674	896,620	957,649
Ministries & Projects	-	-	203,347	203,347	175,026
Administration and Events	115,441	-	-	115,441	117,856
Step and Stride programmes	-	-	159,240	159,240	280,708
Coronavirus job retention scheme governement grant	7,393	-	-	7,393	-
	317,490	1,290	1,063,261	1,382,041	1,531,239

5 EXPENDITURE

Costs directly allocated to activities	Voluntary Income £	Stride & Step programme £	Stay programme £	Governance £	Fundraising & Publicity £	2021 Total £	2020 Total £
Team Member costs	-	-	938,472	-	-	938,472	942,578
Latin Partners costs	-	-	-	-	-	-	486
Ministries & Projects	-	-	141,359	-	-	141,359	137,163
Grant payable to *Cuba para Cristo*	-	-	-	-	-	-	-
Events	637	-	-	-	956	1,593	7,514
Fundraising & Publicity	11,947	-	-	-	17,920	29,867	36,831
Staff costs	-	36,163	-	-	-	36,163	45,626
Strider & Stepper costs	-	171,961	-	-	-	171,961	219,469
Professional fees	-	-	-	25,938	-	25,938	8,404
Trustee meetings	-	-	-	992	-	992	2,236
Cuba Para Cristo costs	-	-		-	-	-	-
Other costs	39,834	-	-	122	11,796	51,752	63,016
Support costs allocated to activities							
General office, finance and co-ordinator staff	13,582	53,928	279,796	7,010	7,947	362,263	394,480
Premises	240	953	4,945	124	140	6,402	11,482
Office costs	1,158	4,598	23,859	597	678	30,890	40,313
Depreciation	309	1,224	6,357	159	181	8,230	7,612
Travel & hospitality	24	94	490	12	14	634	9,173
Other operational costs	603	2,394	12,419	311	353	16,080	16,196
Total expenditure	68,334	271,315	1,407,697	35,265	39,985	1,822,596	1,942,579

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

This is stated after charging/(crediting) the following:

	2021	2020
	£	£
Depreciation	8,230	7,612
Operating lease rentals: office equipment	960	960
Auditors' remuneration for audit services	6,600	6,480
Auditors' remuneration for other services	420	420

7 TAXATION

The charitable activities of the company are exempt from Corporation Tax.

8 STAFF INFORMATION

Staff costs were as follows:

	2021	2020
	£	£
Salaries	442,890	491,975
Social security costs	17,964	20,704
Pension costs	28,316	30,551
	489,170	543,230

No employee received emoluments of more than £60,000 during the current or previous year.

The trustees consider members of the Leadership Team, as disclosed elsewhere in these accounts, to be the key management personnel. The total employer's cost for these staff which includes gross salaries, pensions and employer's NIC is £96,788 during the year (2020: £115,627). Relatives of the key management peronnel were paid £24,558 during the year (2020: £21,423).

The average number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2021	2020
Charitable activities	18	25
Office and administration	10	11
	28	36

The average number of employees during the year, calculated on the basis of headcount, was as follows:

	2021	2020
Charitable activities	21	27
Office and administration	16	15
	37	42

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 23 members received these payments (2020: 23)

9 TANGIBLE FIXED ASSETS

	Freehold Property £	Office Equipment £	Total £
Cost			
At 1 April 2020	426,645	67,065	493,710
Disposals	-	(65,319)	(65,319)
Additions	-	2,075	2,075
At 31 March 2021	426,645	3,821	430,466
Depreciation			
At 1 April 2020	61,575	65,565	127,140
Disposals	-	(65,319)	(65,319)
Charge for the year	7,366	864	8,230
At 31 March 2021	68,941	1,110	70,051
Net Book Value			
At 31 March 2021	357,704	2,711	360,415
At 31 March 2020	365,070	1,500	366,570

These assets are all used to support all of the charity's activities.

10 INVESTMENT PROPERY

	2021 £	2020 £
Brought forward	1,900,000	1,900,000
Disposals	-	-
Additions		
Revaluation	-	-
	1,900,000	1,900,000

The property is measured at fair value as advised by Lawson Mann Property Consultants, who are independent chartered surveyors. The valuation took place in August 2016, and has been updated by the trustees since.

11 INVESTMENTS

UK holdings	Fixed income bonds £	Alternative investments £	Total £
Cost			
At 1 April 2020	50,000	18	50,018
At 31 March 2021	50,000	18	50,018
Market Value			
At 1 April 2020	50,000	18	50,018
At 31 March 2021	50,000	18	50,018

12 DEBTORS

	2021 £	2020 £
Income tax recoverable	14,656	18,533
Other debtors	6,901	19,681
Prepayments	13,557	18,129
Income receivable	65,250	79,854
	100,364	136,197

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Taxation and social security	19,815	21,052
Mortgage	17,998	17,371
Other creditors	80,910	93,722
Deferred income	-	-
Accruals	8,101	6,300
	126,824	138,445

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Mortgage Loan	768,341	786,339
	768,341	786,339
Mortgage		
Due within 1 -2 years	24,412	19,462
Due within 2 -5 years	62,935	73,236
Due in more than 5 years	680,994	693,641
	768,341	786,339

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which was used to redevelop the premises. The mortgage is secured on freehold property which represented 16% of the value of the property when it was fully redeveloped. The loan is fully repayable in 30 years. Interest is currently charged at 3.6%.

15 MOVEMENTS IN FUNDS

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2021 £
Restricted funds:						
Individual project and personnel funds	322,818	904,021	(884,465)	-	-	342,374
Step	(38,109)	4,741	(25,954)	-	-	(59,322)
Stride	73,611	154,499	(182,170)	-	-	45,940
Disadvantaged children	120,699	-	-	-	-	120,699
Cochabamba	-	41,569	-	-	-	41,569
Website Development	-	-	-	-	-	-
Total restricted funds	479,019	1,104,830	(1,092,589)	-	-	491,260
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	111,472	1,290	-	-	-	112,762
Designated mission fund	15,346	3,260	-	-	-	18,606
Designated SFM 1%	27,506	5,974	(200)	-	-	33,280
General Funds	113,207	778,428	(729,807)	-	-	161,828
Total unrestricted funds	1,639,128	788,952	(730,007)	-	-	1,698,073
Total funds	2,118,147	1,893,782	(1,822,596)	-	-	2,189,333

15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2020 £
Restricted funds:						
Individual project and personnel funds	294,953	889,422	(861,557)	-	-	322,818
Step	(12,665)	26,178	(51,622)	-	-	(38,109)
Stride	32,554	254,530	(213,473)	-	-	73,611
Diasdavantaged Children	-	120,699	-	-	-	120,699
Website Development	-	-	-	-	-	-
Total restricted funds	314,842	1,290,829	(1,126,652)	-	-	479,019
Unrestricted funds:						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	1,360,024	-	-	-	-	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	78,052	33,420	-	-	-	111,472
Designated mission fund	15,346	-	-	-	-	15,346
Designated SFM 1%	22,487	5,917	(898)	-	-	27,506
General Funds	53,877	874,360	(815,030)	-	-	113,207
Total unrestricted funds	1,541,359	913,697	(815,928)	-	-	1,639,128
Total funds	1,856,201	2,204,526	(1,942,580)	-	-	2,118,147

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

Individual projects and personnel funds: Funds raised to provide financial support for projects and mission partners in Latin America and in Britain & Ireland.

Step fund: Funds used for the short term Step programme. The transfer from General funds is to meet the restricted expenditure that is not covered by future income for this fund.

Stride fund: For the short term Stride programme. Transfer relates to programme costs incurred centrally.

Disadvantaged children: Funds used to help disadvantaged children in South America in accordance with the will of a legator.

Cochabamba: Funds used for Cochabamba in Bolivia in accordance with the will of a legator.

Website: Funding received specifically to develop a new website.

Purposes of Designated Funds

Pensions fund: For the benefit of personnel on attaining their normal retirement age.

Education fund: Provision of financial assistance for the education of serving team members' teenage children.

Capital fund: Funds set aside for the freehold property and office equipment.

Members' excess support fund: Provision of financial assistance to be nominated by those members towards their car, education, pension, housing, personal support or ministry. Any elements unclaimed by members are un-designated and returned to General Fund.

Launch funds: Set aside to provide for the start-up and settling-in costs of new members on the Stay programme.

Mission fund: Funds set aside to enable the charity to actively engaging in preparing for the future in the changing world of missions.

SFM % fund: Funds set aside to support stuggling members.

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2021			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	360,415	-	360,415
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	220,636	62,169	491,260	774,065
Current liabilities	(108,826)	(17,998)	-	(126,824)
LT Liabilities	-	(768,341)	-	(768,341)
Net Assets at 31 March 2021	161,828	1,536,245	491,260	2,189,333

	2020			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	366,570	-	366,570
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	184,263	63,061	479,019	726,343
Current liabilities	(121,074)	(17,371)	-	(138,445)
LT Liabilities	-	(786,339)	-	(786,339)
Net Assets at 31 March 2020	113,207	1,525,921	479,019	2,118,147

17 PENSION SCHEME

The cost to the Company of providing pension and death in service benefits during the year was as follows:

	2021 £	2020 £
Payments with respect to current staff	27,923	30,551
Payments with respect to team members currently serving overseas	86,699	89,281
	114,622	119,832

18 OPERATING LEASE COMMITMENTS

The total future amounts payable in respect of operating leases shown below are analysed according to the expiry of the leases.

	2021 £	2020 £
Hire of plant and machinery		
Within one year	960	960
Between one and five years:	2,880	3,840
	3,840	4,800

19 TRUSTEES

No remuneration was paid to the Trustees during the year (2020: £nil). No expenses were paid to trustees during the year (2020: £835 to 3 trustees).

20 RELATED PARTIES

Financial transactions have occurred between Latin Link and the following related party:

Related Party	Amount	Nature of transaction
Ulting Trust	£4,576	Donation recieved to support theological education in Latin America

Latin Link and Ulting Trust had a common trustee.

21 PRIOR YEAR COMPARITIVES

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2020 £
Income and endowments from:				
Donations and legacies:				
Donations & Legacies	439,163	5,917	120,699	565,779
Other trading activities	107,508	-	-	107,508
Charitable activities:				
Stay programme	327,689	33,420	889,422	1,250,531
Stride programme	-	-	254,530	254,530
Step programme	-	-	26,178	26,178
Total income and endowments	874,360	39,337	1,290,829	2,204,526
Expenditure on:				
Raising Funds	139,393	-	-	139,393
Charitable activities	675,637	898	1,126,652	1,803,187
Total expenditure	815,030	898	1,126,652	1,942,580
Realised gains/(losses)	-	-	-	-
Net income/(expenditure) for the year	59,330	38,439	164,177	261,946
Transfers between funds	-	-	-	-
Net movement in funds	59,330	38,439	164,177	261,946

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and 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.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Executive, which is the management committee of the charity. Executive membership is determined by the trustees and under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The trustees seek to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body and look to achieve a balance of expertise and experience. In the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Trustee Board.

TRUSTEE INDUCTION AND TRAINING

Prior to appointment most trustees are already familiar with the practical work of the charity having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available. All trustees and staff are invited to meet together prior to each quarterly Board meeting.

ORGANISATION

The board of trustees, whose number is unlimited, administers the charity. The board meets quarterly to review strategy and performance and to set the operating plans and budgets. They are assisted by a number of Action Groups:

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland

The Action Groups comprise trustees and other individuals, and operate under specific terms of reference that delegate certain functions from the trustee board. Each Action Group has its decisions ratified by the trustee board.

A Chief Executive known as the Team Leader is appointed by the trustees and has delegated authority over the day to day operations, including programmes, publicity, employment and financial administration. The Team Leader is assisted by the Leadership Team, who are listed below.

The pay for the Leadership Team is reviewed annually and changes are considered by the Finance Committee and approved by the trustees. When setting the pay for this

group primary consideration is given to equivalent roles in other similar-sized charities.

VOLUNTEERS

Latin Link continues to benefit from committed people who are willing to give their time to help the work of the charity. This ranges from those serving on the Action Groups to helping with office administration, office maintenance, catering and representing Latin Link at public events.

RISK MANAGEMENT

The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate mitigate Latin Link Britain and Ireland's exposure to the major risks identified by our risk register.

The challenges that face the charity at the moment are to make sure that we are in a sustainable position for the future and then to position ourselves correctly to adapt to the changing mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit, when reviewing the aims and objectives and in planning for future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.



ADMINISTRATIVE DETAILS

LATIN LINK LEADERSHIP TEAM

Terry Lockyer
Interim Britain and Ireland Team Leader

Neil Brighton
Britain and Ireland Team Leader
Served until July 2021

Esther Stansfield
Head of Mobilisation

CHARITY DETAILS

Charity number:	1020826
Company number:	2811525
Registered office and operational address:	87 London Street, Reading, Berkshire RG1 4QA

DIRECTORS AND TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and those serving during the year and since the year end were as follows:

Jo Jowett (Chair)
Andrew Binmore
James Butler
Keith Farman (Treasurer)
Margaret Morgan
David Simpson
Rachel Stone
Richard Stainton
Evan Winter
Noreen Bennett
Iván Neira (from 03/12/20)
Roger Pearce (until 03/09/20)

Auditors: Jacob Cavenagh & Skeet, 5 Robin Hood Lane, Sutton, Surrey SM1 2SW

Solicitors: Hewetts, 55-57 London Street, Reading, Berkshire RG1 4PS

Bankers: Bank of Scotland, West End Office, St James' Gate, 14-16 Cockspur Street, London SW1Y 5BL

LATIN LINK
BRITAIN AND IRELAND

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Registered office:
Latin Link, 87 London Street,
Reading RG1 4QA

Latin Link is a registered charity
in England no: 1020826

Latin Link
COMMUNITY WITH A CALLING

Registered with
FUNDRAISING
REGULATOR