

# 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

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.

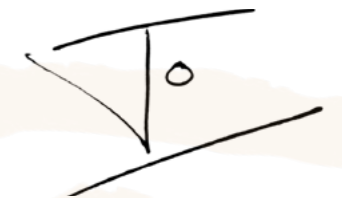
We have also welcomed new trustees: John Harris (Treasurer), Nicole Glenhorne (Ireland Action Group), and Charlie Douglas (Scotland Action Group). Whilst we've been blessed by these new additions to our team, we've been sad to lose David Simpson and Meg Morgan, both of whom have given of themselves beyond 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.

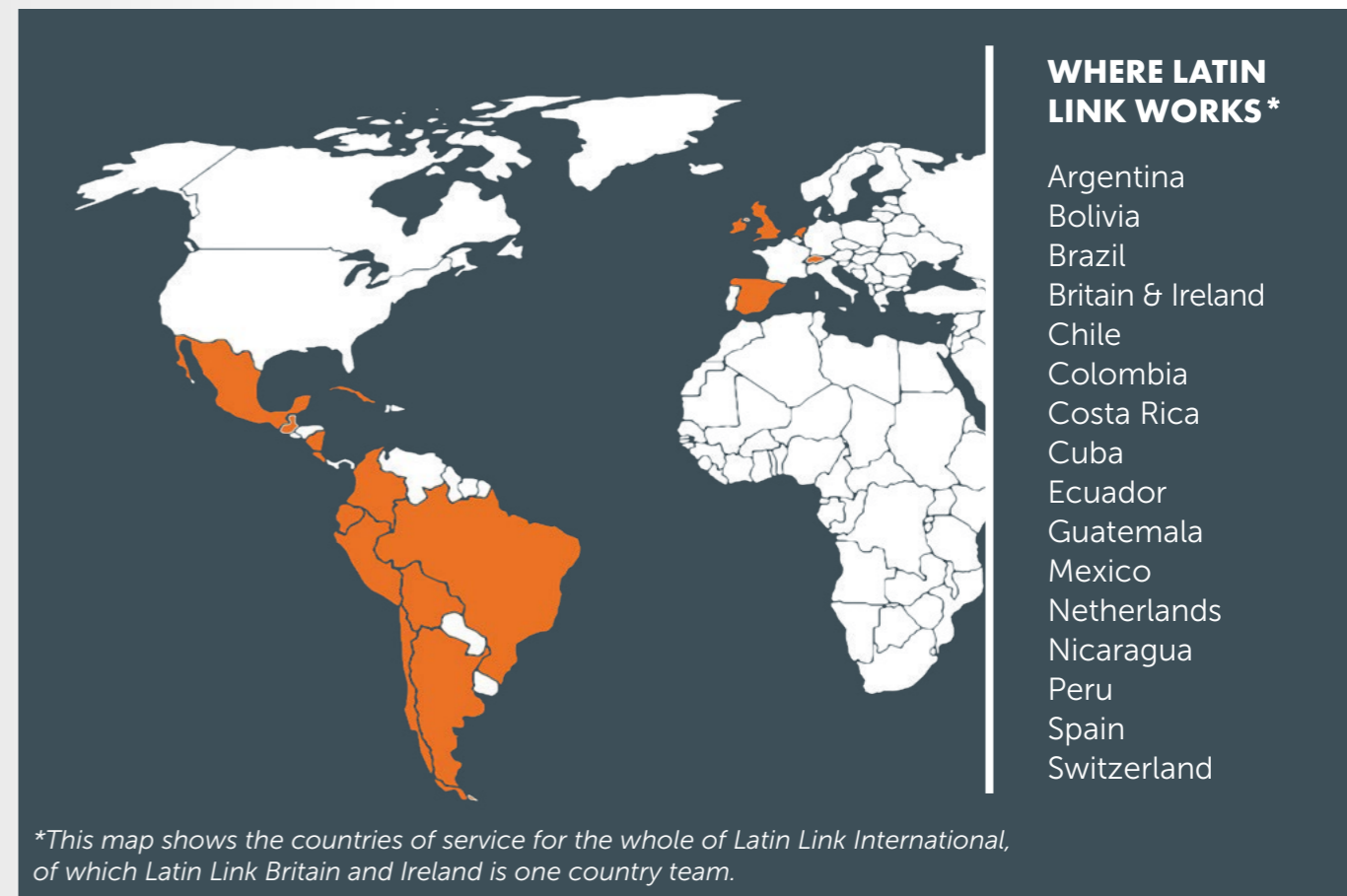
## WHERE WE WORK

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 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.



## 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**      **11**      **3**

Members in Latin America    Members in Britain and Ireland (p. 15)    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.

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 disruptions 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** KM WALKED  
**50+** PARTICIPANTS  
**16,607** £ 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 northerly 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 Benjamin'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 £
<b>Income and endowments from:</b>						
<i>Donations and legacies:</i>						
Donations & Legacies	2	345,255	5,915	-	351,170	411,162
Other trading activities	3	97,321	-	-	97,321	100,579
<i>Charitable activities:</i>						
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
<i>Other Sources:</i>						
Coronavirus job retention scheme government grant	4	-	-	-	-	7,393
<b>Total income and endowments</b>		<b>719,453</b>	<b>11,178</b>	<b>943,380</b>	<b>1,674,011</b>	<b>1,893,782</b>
Expenditure on:						
<i>Raising Funds</i>						
		122,264	-	-	122,264	108,319
<b>Charitable activities</b>						
		628,387	-	951,863	1,580,250	1,714,277
<b>Total expenditure</b>	5	<b>750,651</b>	<b>-</b>	<b>951,863</b>	<b>1,702,514</b>	<b>1,822,596</b>
Realised gains/(losses)		-	-	-	-	-
<b>Net income/(expenditure) for the year</b>	6	<b>(31,198)</b>	<b>11,178</b>	<b>(8,483)</b>	<b>(28,503)</b>	<b>71,186</b>
Transfers between funds	15	-	-	-	-	-
<b>Net movement in funds</b>		<b>(31,198)</b>	<b>11,178</b>	<b>(8,483)</b>	<b>(28,503)</b>	<b>71,186</b>
Reconciliation of funds						
Total funds brought forward	15	161,828	1,536,245	491,260	2,189,333	2,118,147
<b>FUND BALANCES CARRIED FORWARD</b>		<b>130,630</b>	<b>1,547,423</b>	<b>482,777</b>	<b>2,160,830</b>	<b>2,189,333</b>

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 £
<b>Fixed Assets</b>			
Tangible Assets	9	352,832	360,415
Investment Property	10	1,900,000	1,900,000
Investments	11	50,018	50,018
		<u>2,302,850</u>	<u>2,310,433</u>
<b>Current Assets</b>			
Stock		20	413
Debtors	12	67,633	100,364
Cash at bank and in hand		676,813	673,288
		<u>744,466</u>	<u>774,065</u>
<b>Current Liabilities</b>			
Creditors falling due within one year	13	136,956	126,824
		<u>136,956</u>	<u>126,824</u>
<b>Net Current Assets</b>		<u>607,510</u>	<u>647,241</u>
<b>Total Assets less Current Liabilities</b>		2,910,360	2,957,674
Creditors falling due after more than one year	14	749,530	768,341
<b>Net Assets</b>	16	<u>2,160,830</u>	<u>2,189,333</u>
<b>The funds of the charity</b>			
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
		<u>1,678,053</u>	<u>1,698,073</u>
(including revaluation reserve of £689,313)			
<b>Total charity funds</b>		<u>2,160,830</u>	<u>2,189,333</u>

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 £
<b>Cash used in operating activities</b>		
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)
<b>Net cash provided by / (used in) operating activities</b>	<u>(76,536)</u>	<u>3,844</u>
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	-	-
<b>Net cash provided by / (used in) investing activities</b>	<u>98,872</u>	<u>97,709</u>
<b>Cash flows from financing activities</b>		
Repayment of borrowing	(18,811)	(17,998)
Cash inflows from new borrowing	-	-
<b>Net cash provided by / (used in) financing activities</b>	<u>(18,811)</u>	<u>(17,998)</u>
<b>Increase / (decrease) in cash and cash equivalents in the year</b>	3,525	83,555
Cash and cash equivalents at the beginning of the year	673,288	589,733
<b>Cash and cash equivalents at the end of the year</b>	<u>676,813</u>	<u>673,288</u>

(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)
<b>Total Net Cash/(Debt)</b>	<u>(113,051)</u>	<u>21,633</u>	-	<u>(91,418)</u>

# 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
	£	£	£	£	£	£	£
<b>Costs directly allocated to activities</b>							
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
<b>Support costs allocated to activities</b>							
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
<b>Total expenditure</b>	<b>72,496</b>	<b>138,821</b>	<b>1,409,855</b>	<b>31,574</b>	<b>49,768</b>	<b>1,702,514</b>	<b>1,822,596</b>

## 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	-
	<b>557,653</b>	<b>489,170</b>

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 £
<b>Cost</b>			
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
<b>Depreciation</b>			
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
<b>Net Book Value</b>			
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 PROPERTY

	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 £
<b>Cost</b>			
At 1 April 2021	50,000	18	50,018
At 31 March 2022	50,000	18	50,018
<b>Market Value</b>			
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
<b>Mortgage</b>		
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 £
<b>Restricted funds:</b>						
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
<b>Total restricted funds</b>	<b>491,260</b>	<b>943,380</b>	<b>(951,863)</b>	<b>-</b>	<b>-</b>	<b>482,777</b>
<b>Unrestricted funds:</b>						
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
<b>Total unrestricted funds</b>	<b>1,698,073</b>	<b>730,631</b>	<b>(750,651)</b>	<b>-</b>	<b>-</b>	<b>1,678,053</b>
<b>Total funds</b>	<b>2,189,333</b>	<b>1,674,011</b>	<b>(1,702,514)</b>	<b>-</b>	<b>-</b>	<b>2,160,830</b>

## 15 MOVEMENTS IN FUNDS (CONTINUED)

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2021 £
<b>Restricted funds:</b>						
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
<b>Total restricted funds</b>	<b>479,019</b>	<b>1,104,830</b>	<b>(1,092,589)</b>	<b>-</b>	<b>-</b>	<b>491,260</b>
<b>Unrestricted funds:</b>						
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
<b>Total unrestricted funds</b>	<b>1,639,128</b>	<b>788,952</b>	<b>(730,007)</b>	<b>-</b>	<b>-</b>	<b>1,698,073</b>
<b>Total funds</b>	<b>2,118,147</b>	<b>1,893,782</b>	<b>(1,822,596)</b>	<b>-</b>	<b>-</b>	<b>2,189,333</b>

## 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
	<u>2,880</u>	<u>3,840</u>

## 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 £
<b>Income and endowments from:</b>					
Donations and legacies:					
Donations & Legacies	2	360,359	9,234	41,569	411,162
Other trading activities	3	100,579	-	-	100,579
<b>Charitable activities:</b>					
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
<b>Total income and endowments</b>		<u>778,428</u>	<u>10,524</u>	<u>1,104,830</u>	<u>1,893,782</u>
<b>Expenditure on:</b>					
Raising Funds	5	108,319	-	-	108,319
<b>Charitable activities</b>	5	621,488	200	1,092,589	1,714,277
<b>Total expenditure</b>		<u>729,807</u>	<u>200</u>	<u>1,092,589</u>	<u>1,822,596</u>
Realised gains/(losses)		-	-	-	-
<b>Net income/(expenditure) for the year</b>	6	48,621	10,324	12,241	71,186
Transfers between funds	15	-	-	-	-
<b>Net movement in funds</b>		<u>48,621</u>	<u>10,324</u>	<u>12,241</u>	<u>71,186</u>

# 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**

### **England and Wales**

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email: [info@latinlink.org.uk](mailto:info@latinlink.org.uk)

web: [latinlink.org.uk](http://latinlink.org.uk)

### **Ireland**

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email: [Ireland@latinlink.org](mailto:Ireland@latinlink.org)

### **Scotland**

tel: +44 (0)7763 009597

email: [Scotland@latinlink.org.uk](mailto: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**

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