

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



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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

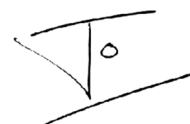
the face of these challenges, we are grateful to so many who support us faithfully in prayer, and sacrificially with finance. Your support enables the work of building God's kingdom in Latin America and beyond to continue. Ultimately, it's his work, in which we partner with him, and we hope you'll be 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 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 Stride programme.

51

Members in Latin America

16

Members in Britain and Ireland (p. 16)

3

Members in Spain

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.

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.

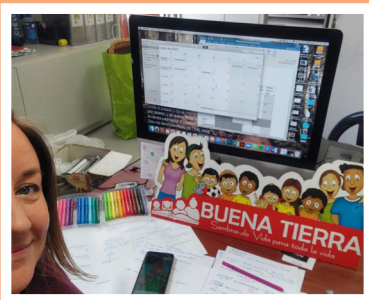
Despite the challenges, God has been steadfast. There have been many opportunities to grow new ministries, and explore new avenues for sharing God's love and hope.



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 Coordinators 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 Coordinator 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 volunteer's 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:

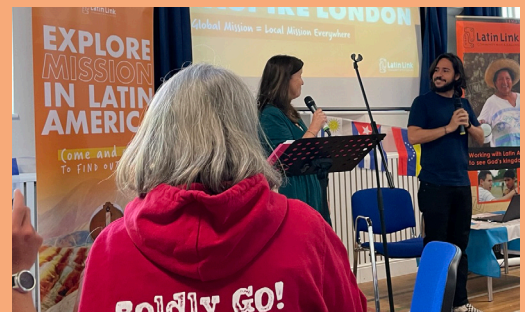
SPANISH WORSHIP NIGHTS

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 God's 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:						
<i>Donations and legacies:</i>						
Donations & Legacies	2	343,767	4,932	75,000	423,699	351,170
Other trading activities	3	110,291	-	-	110,291	97,321
<i>Charitable activities:</i>						
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:						
<i>Raising Funds</i>	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
		<u>2,305,594</u>	<u>2,302,850</u>
Current Assets			
Stock		400	20
Debtors	12	178,423	67,633
Cash at bank and in hand		623,565	676,813
		<u>802,388</u>	<u>744,466</u>
Current Liabilities			
Creditors falling due within one year	13	137,457	136,956
		<u>137,457</u>	<u>136,956</u>
Net Current Assets			
		<u>664,931</u>	<u>607,510</u>
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	<u>2,235,497</u>	<u>2,160,830</u>
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
		<u>1,659,344</u>	<u>1,678,053</u>
<i>(including revaluation reserve of £689,313)</i>			
Total charity funds			
		<u>2,235,497</u>	<u>2,160,830</u>

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		<u>(99,132)</u>	<u>(48,330)</u>
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		<u>96,720</u>	<u>98,872</u>
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		<u>(50,836)</u>	<u>(47,017)</u>
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)	<u>623,565</u>	<u>676,813</u>

(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
	<u>343,767</u>	<u>4,932</u>	<u>75,000</u>	<u>423,699</u>	<u>351,170</u>

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
	<u>110,291</u>	<u>97,321</u>

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
	<u>254,350</u>	<u>6,581</u>	<u>949,086</u>	<u>1,210,017</u>	<u>1,225,520</u>

5. EXPENDITURE

	Vouuntary 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	-	-
	<hr/>	<hr/>

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
	<hr/>	<hr/>
	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
	<hr/> 24	<hr/> 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
	<hr/> 33	<hr/> 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
	<hr/>	<hr/>
	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
	<hr/>	<hr/>
	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 Stride	(59,322)	17,728	(18,011)	-	-	(59,605)
Disadvantaged Children	45,940	63,140	(83,244)	-	-	25,836
Cochabamba	120,699	-	-	-	-	120,699
	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
	<u>1,920</u>	<u>2,880</u>

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

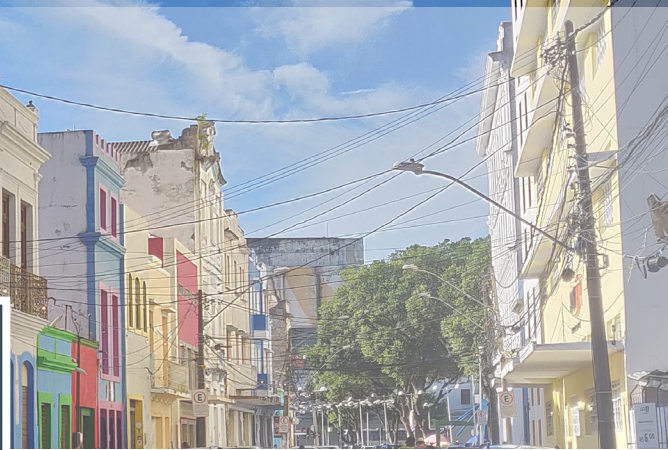
The charity has a risk management strategy involving an annual rolling review and update by the trustees of identified operational, personnel, financial, reputation and strategic risks. As trustees, we are satisfied that appropriate systems and procedures are in place to monitor, manage and where appropriate 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

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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