

ANNUAL REPORT

LATIN LINK 2024-25

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



Latin Link
COMMUNITY WITH A CALLING



LATIN LINK

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

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

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

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WELCOME

LATIN LINK ANNUAL REPORT 2024-25

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

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

Scripture emphasises the concept of 'stronger together' through the idea of interdependence and interconnectedness. The early church in Acts provides a powerful example of this as seen in Acts 2:42. This passage describes the believers' devotion to the apostles' teaching, fellowship, breaking of bread, and prayer. They shared their resources, cared for one another's needs, and prayed

together, creating a strong and supportive community that reflected the love of Christ. This example demonstrates that genuine community involves not only shared faith and worship but also practical support, fellowship, and mutual accountability – the kind of unity and cooperation that amplifies individual efforts and creates a more effective and resilient whole.

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

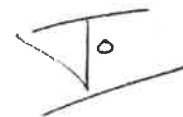
As part of the more extended team, our trustees continue to give oversight to our work, navigating the multiple challenges of governance in these complex times. Sadly, we said goodbye to Richard Stainton last year as he came to the end of six years as a trustee; we're so grateful for the contribution he made in that time. I'm pleased to say we welcomed Nick Addo as a new trustee and we're already benefitting from his input. As part of our ongoing commitment to strong and inclusive governance, we continue to welcome

expressions of interest from individuals who could contribute to the work of our Board of Trustees. If this is something you would be interested in, please get in touch.

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

God bless,

Jo Jowett
Chair of Trustees





OBJECTIVES AND ACTIVITIES

CHARITABLE OBJECTIVES

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

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

VISION STATEMENT

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

WHAT WE DO

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

This takes place through three programmes:

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

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

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

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

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

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

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

VALUES

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



WHERE WE WORK

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

In the year 1 April 2024 to 31 March 2025, Latin Link Britain and Ireland had 64 Stay members serving alongside the local church in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico and Peru (in Latin America) and

in Britain, Ireland and Spain (in Europe). This does not include UK office and regional staff, who are also Latin Link members.



ACHIEVEMENTS AND PERFORMANCE

INTRODUCTION

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

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

In the following sections, we will provide examples of the work being achieved through each of our three programmes. We hope that these give a flavour of the

breadth and impact of Latin Link's ministry.





STAY PROGRAMME

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

41 **16** **7**

Members in Latin America Members in Britain and Ireland (p. 11) Members in Spain

STAY PROGRAMME 2024-25

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

Stay members have continued serving in a range of activities. Their work ranges from training church leaders to supporting vulnerable children, from prison ministry to schools' work, and from creation care to church planting. It is encouraging to see not only the impact that Stay members sent from the UK to Latin

America are having but also the significant impact Latin American members who have come to work in the UK are having in the churches they serve in. During the year we have seen an increase in those who feel called to serve in Spain and expect the Latin Link team there to grow.

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



LAURA'S STORY

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



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

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



experiences.

Throughout the year Laura regularly attends conferences across Europe to help bolster her research



and to connect with more diaspora churches. Laura is also apart of Lausanne Europe and volunteers weekly in a hospital and hospice as a volunteer chaplain.

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



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





KATY'S STORY

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

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

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

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

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



SERVING IN BRITAIN AND IRELAND

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

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

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

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

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

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

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



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





STRIDE PROGRAMME

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

STRIDE PROGRAMME 2024-25

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

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

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

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



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



JOY'S STORY

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

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

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

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

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

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



NATHAN'S STORY

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

Nathan has been based at San Andres Church in Ceferino, Salta, where he has been serving with the homeless outreach



team and supporting running the youth and children's group. Nathan has been encouraged by opportunities to pray for people through the homeless feeding programme he is involved with:

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

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

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

streets".

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

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



STEP PROGRAMME

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

STEP PROGRAMME 2024-25

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

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

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



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

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

STEP TEAMS 2024-25

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

GUATEMALA 2024

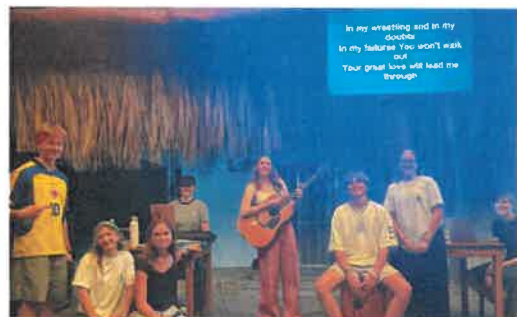
"On Tuesday we held another of our English classes, with five kids attending as well as the Pastor. We taught a variety of basics including numbers, animals, and emotions. It was really cool seeing the kids learning and picking up words – we can really see their progress from the first week. The team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

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

ECUADOR AND COLOMBIA 2025

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

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



DEAF STEP TEAM



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



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

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

Teams over the years have

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

The practical projects undertaken by the Deaf Step teams have also left a lasting positive impact on the Bolivian Deaf community. This has included the construction of a modern three-storey building, aided by various Step teams, which serves as a central hub for sharing the Gospel amongst the Deaf community and offering expertise in supporting Deaf individuals.

These tangible contributions demonstrate the holistic approach of all Latin Link's programmes which seek to address both spiritual and practical needs.

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

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



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

- Pastor Alberto, Cochabamba.



MOBILISING CHURCHES

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

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

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

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

Our story-sharers and mobilisers

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

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

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



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

volunteers who help with leading worship, creative prayer, and providing delicious refreshments.



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

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

FINANCIAL REVIEW

2024-2025

INTRODUCTION

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

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

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

FUNDRAISING

Latin Link is registered with the Fundraising Regulator and all our fundraising activities

comply with the Code of Fundraising Practice. Fundraising staff monitor and report regularly to the trustees. Fundraising Guidelines are always provided to all volunteers who are involved in raising funds.

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

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

LOOKING FORWARD

Our main objectives are:

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

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

3. Continue developing our church engagement strategy.
4. Continue developing our work and impact in Latin America through our programmes.

GOING CONCERN

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

PRINCIPAL FUNDING SOURCES

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

INVESTMENT POLICY

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

During the 2024-25 financial year, the trustees have continued to manage the charity's investments in accordance with its reserves policy and liquidity requirements. Available funds have been maintained in readily realisable assets, with an ongoing

focus on generating sustainable income and capital growth through responsible and ethical investment practices.

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

RESERVES POLICY

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

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Latin Link for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102; the Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming

resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, The Charities Act 2011 and UK GAAP. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

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

Auditors

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

By order of the trustees



Jo Jowett
Chair of Trustees

11 September 2025

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LATIN LINK

OPINION

We have audited the financial statements of Latin Link (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee

Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that,

individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

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

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report

in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the directors' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for

such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted

in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team. We determined that the principal risks were related to management bias in

accounting estimates, possible omission of legacy debtors, revenue recognition, insufficient evidence of how charitable funds are ultimately spent, presentation of separately disclosed items and management override of controls.

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

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

description forms part of our auditor's report.

USE OF OUR REPORT

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



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

5 Robin Hood Lane
Sutton, Surrey
SM1 2SW

Dated: 11.09.2025.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

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

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

BALANCE SHEET AT 31 MARCH 2025

COMPANY REGISTRATION NUMBER: 2811525

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

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

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



Jo Jowett
Director and Chair of the Trustees

STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 31 MARCH 2025

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

(i) Analysis of Changes in Net Cash/(Debt)

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

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below.

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

(a) Basis of preparation

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

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

(b) Company status

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

(c) Going concern basis of accounting

The trustees have considered

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

(d) Fund accounting

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

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

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

(e) Income recognition

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

- Voluntary income is received by way of donations, gifts and legacies and is included in full in the Statement of Financial Activities when receivable;

- Legacies are included where the legacy has been received or where it has been received after the year-end, the date the legacy becomes receivable is within the financial year and the amount is known with sufficient certainty;

- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts;

- Investment income and appeal income is included when receivable; and income from charitable activities in respect of team members, projects and short-term programmes is included when receivable.

(f) Expenditure recognition

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

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

income for fundraising purposes;

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

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

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

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

(g) Operating leases

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

(h) Tangible fixed assets

Tangible fixed assets, apart from freehold land, are depreciated on a straight line

basis to write off the cost, less estimated residual value, over their expected useful lives.

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

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

(i) Investments

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

(j) Debtors

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

(k) Cash at bank and in hand

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

(l) Creditors and provisions

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

provisions are recognised at their settlement amount.

(m) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(n) Pension costs

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

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

(o) Foreign currencies

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

2 DONATIONS AND LEGACIES

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

3 OTHER TRADING ACTIVITIES

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

4 INCOME FROM CHARITABLE ACTIVITIES

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

5 EXPENDITURE

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

6 NET INCOME/(EXPENDITURE) FOR THE YEAR

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

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

7 TAXATION

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

8 STAFF INFORMATION

Staff costs were as follows:

| | 2025 | 2024 |
|-----------------------|----------------|----------------|
| | £ | £ |
| Salaries | 686,271 | 629,007 |
| Social security costs | 28,960 | 23,090 |
| Pension costs | 31,484 | 30,829 |
| | <u>746,715</u> | <u>682,926</u> |

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

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

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

| | 2025 | 2024 |
|---------------------------|-----------|-----------|
| Charitable activities | 20 | 18 |
| Office and administration | 10 | 9 |
| | <u>30</u> | <u>27</u> |

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

| | 2025 | 2024 |
|---------------------------|-----------|-----------|
| Charitable activities | 24 | 21 |
| Office and administration | 14 | 15 |
| | <u>38</u> | <u>36</u> |

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

9 TANGIBLE FIXED ASSETS

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

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

10 INVESTMENT PROPERTY

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

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

11 INVESTMENTS

UK holdings

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

12 DEBTORS

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

13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

14 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

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

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

15 MOVEMENTS IN FUNDS

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

15 MOVEMENTS IN FUNDS (CONTINUED)

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

15 MOVEMENTS IN FUNDS (CONTINUED)

Purposes of Restricted Funds

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

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

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

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

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

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

Purposes of Designated Funds

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

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

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

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

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

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

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

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

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

17 PENSION SCHEME

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

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

18 OPERATING LEASE COMMITMENTS

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

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

19 TRUSTEES

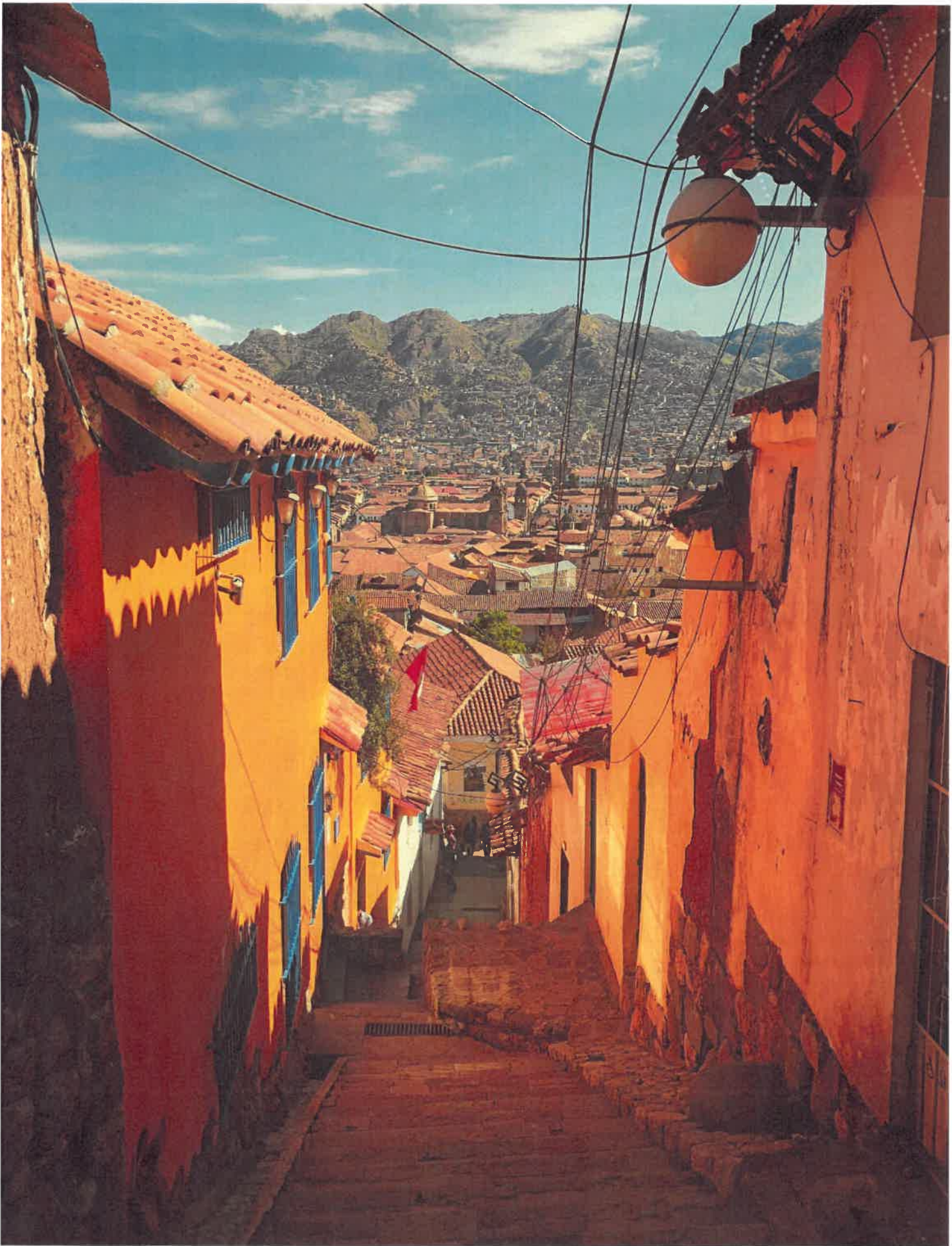
No remuneration was paid to the Trustees during the year (2024: £nil). Expenses of £483 for travel were paid to 3 trustees during the year (2024: £384 to 2 trustees). Trustees' indemnity insurance costing £2,036 (2024: £1,742) and trustees' training costing £58 (2024: £nil) were paid by the Charity.

20 RELATED PARTIES

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

21 PRIOR YEAR COMPARATIVES

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



STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 21 April 1993 and registered as a charity on 12 May 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

RECRUITMENT AND APPOINTMENT OF DIRECTORS

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

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

TRUSTEE INDUCTION AND TRAINING

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

ORGANISATION

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

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

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

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

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

VOLUNTEERS

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

RISK MANAGEMENT

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

The challenges that face the charity at the moment are to make sure that it is in a sustainable position for the future and then to position ourselves correctly to adapt to the changing

mission scene in the UK and Latin America. Dealing with these issues is a key part of the strategic development plan.

PUBLIC BENEFIT

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



ADMINISTRATIVE DETAILS

LEADERSHIP TEAM

Terry Lockyer
Team Leader / CEO

Esther Stansfield
Head of Mobilisation

Simone Lockyer
Head of Programmes

Kathie Davis-Bater
Head of Central Services and HR

CHARITY DETAILS

Charity number: 1020826 and in
Scotland SC052161

Company number: 2811525

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

DIRECTORS AND TRUSTEES

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

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

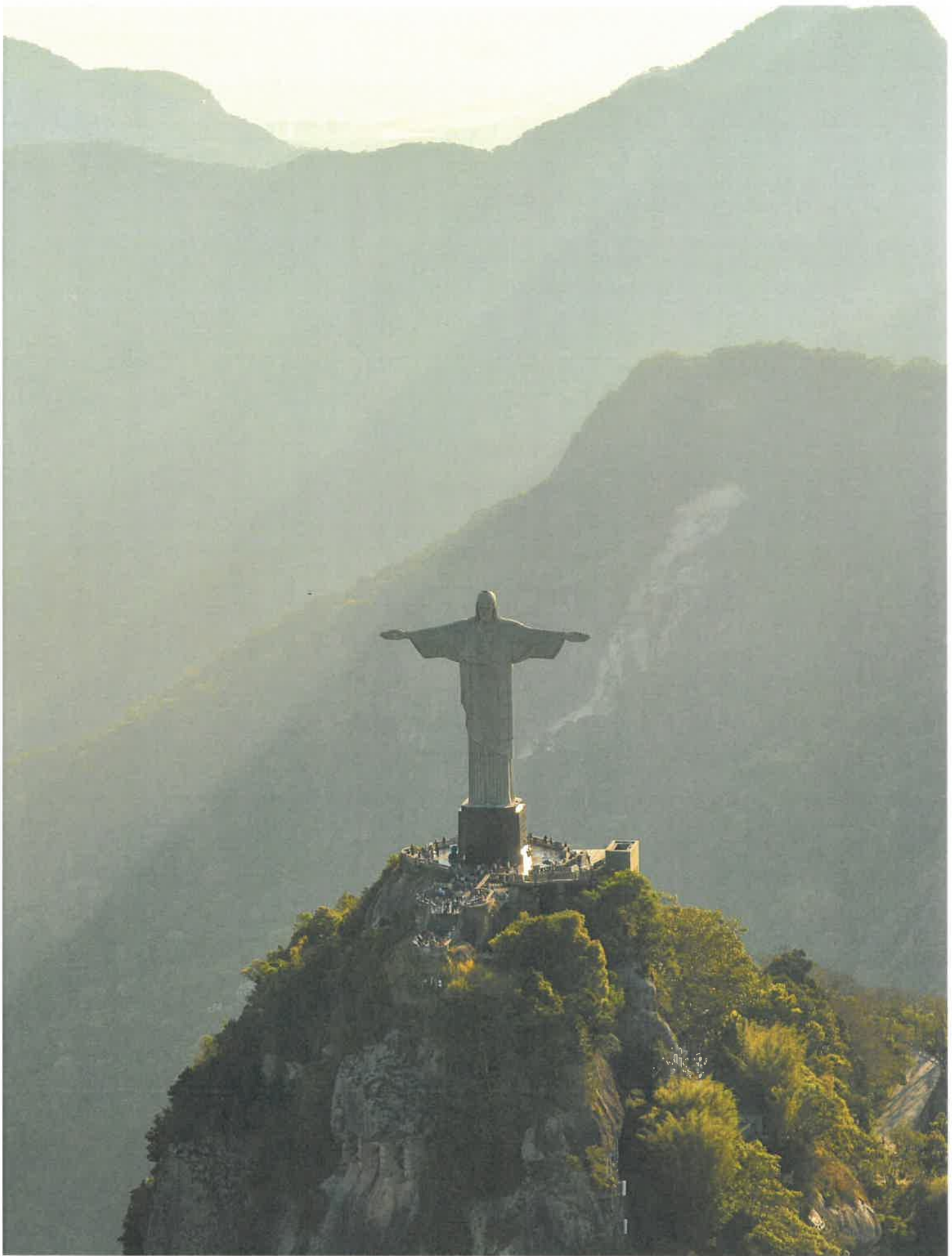
Auditors: Xeinadin Audit Limited, 5 Robin Hood Lane, Sutton, SM1 2SW

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

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

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

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



LATIN LINK

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email: Ireland@latinlink.org.uk

Scotland

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

Registered office:

87 London Street,
Reading RG1 4QA

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



Registered with
**FUNDRAISING
REGULATOR**



Latin Link
COMMUNITY WITH A CALLING