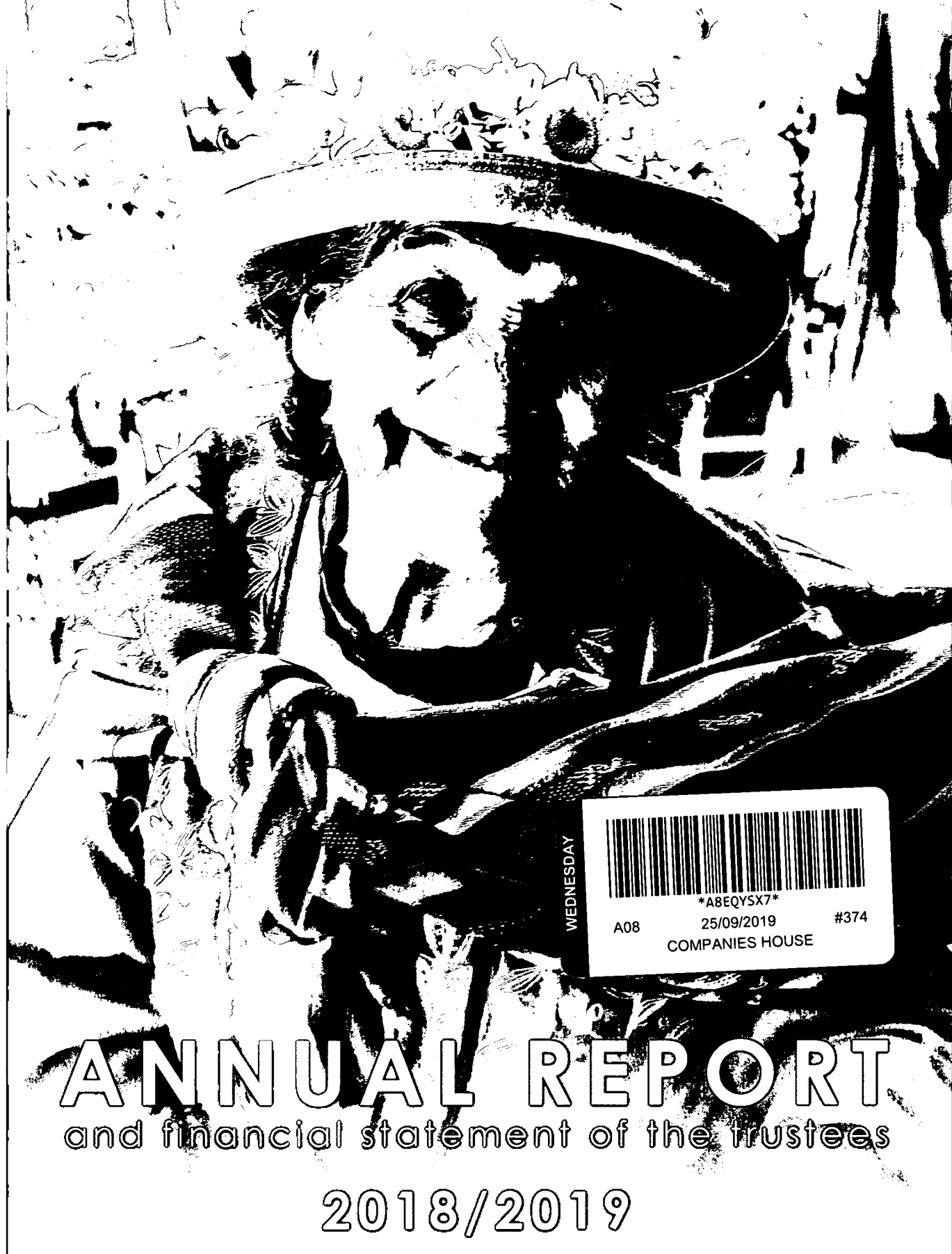




**Latin Link**  
COMMUNITY WITH A CALLING



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# ANNUAL REPORT

and financial statement of the trustees

2018/2019



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# LATIN LINK BRITAIN AND IRELAND

Report and financial statement of the trustees for the year ended 31 March 2019

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2019. This report also contains the information required by the directors' report under company law.

## OBJECTIVES AND ACTIVITIES

### Charitable objects

To advance the mission of Christ in and from Latin America and also amongst Spanish- and Portuguese-speaking people elsewhere in the world, and in particular to join in evangelism, church planting, the discipling of Christians and the training of leaders, working in partnership with Christians in Latin America.

To provide relief to the poor and those who are suffering hardship as a result of natural disaster, sickness, old age, or disease, or by reason of their social and economic conditions.

### Vision statement

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

### Values

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



Latin Link International Assembly in Guatemala, 2018

## What we do

The charity works in partnership with churches to send and receive individuals, families and teams to or from Latin American communities, to share the love of God. This takes place through three programmes:

**STEP:** short-term mission and discipleship programme for teams, lasting 2–16 weeks

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

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

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

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

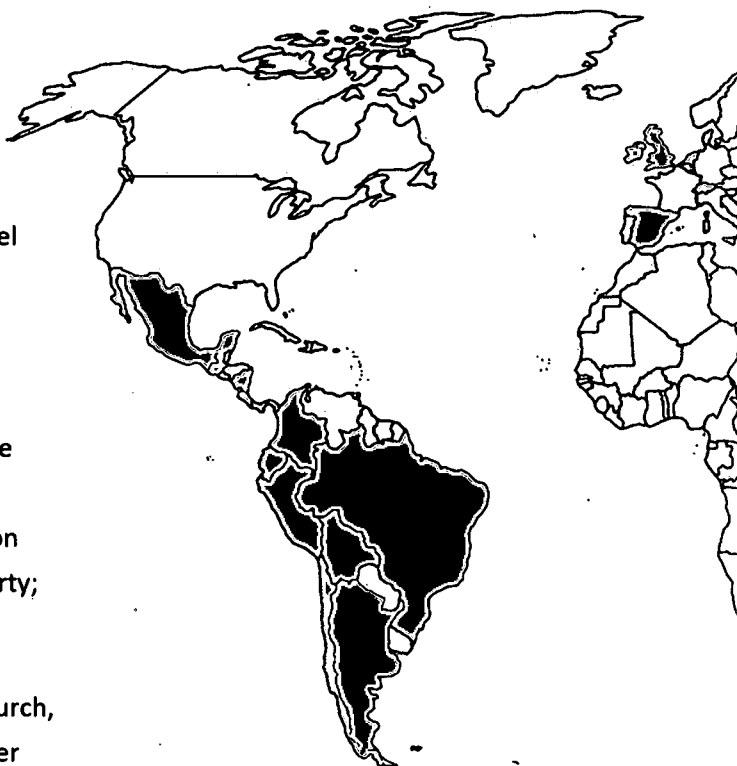
We seek to enable the Latin American Church, flourishing in depth and numbers, to better fulfil its mission in the world. All this was

reaffirmed at our International Assembly in February 2018, and we continue to strengthen our work in these areas.

## 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 to 31 March 2019, Latin Link Britain and Ireland had **120** Latin Link members serving alongside the local church in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Nicaragua and Peru (in Latin America) and in Britain, Ireland and Spain (in Europe). This does not include UK office and regional staff, who are also Latin Link members.



# ACHIEVEMENTS AND PERFORMANCE

## Introduction

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

Our members use their skills to serve in integral mission, caring for both the spiritual and physical needs of individuals. They do this in a variety of ways, often focusing particularly on communities affected by poverty and injustice. We hope that the examples we provide below will give a flavour of the breadth and impact of their ministry.

## STAY PROGRAMME

Stay members commit to using their skills and experience for longer-term service, investing time in relationship-building to see a real impact on the individuals and communities with whom they serve. They partner with the local Latin American church, in a whole variety of different ministries. Their work ranges from training church leaders to supporting vulnerable children, from prison ministry to schools work, and from creation care to bereavement counselling.

**Below are stories from various Stay members, to serve as examples of the broad range of ministries in which they are involved, and the difference they are making.**

STAY MEMBERS	
Argentina	6
Bolivia	6
Brazil	10
Chile	0
Colombia	6
Costa Rica	4
Ecuador	1
Guatemala	4
Mexico	2
Nicaragua	0
Peru	12
Spain	3
Britain and Ireland	11
TOTAL	65



# SPEAKING THE UNSPEAKABLE

## The Aurora project, Peru

Statistics of child sex abuse in Latin America are alarming. In Peru, the rate is estimated to be around 20%, with girls being the victims in three out of every four cases. Most often, the abuser is a family member or part of the close family circle. Every day in the news, there is another awful story of abuse. In some ways, society has become numb to it. Meanwhile the topic is rarely talked about in churches.



Sharon Jones, a Latin Link member coordinating the ministry of *Buena Tierra* (Good Soil) in Peru, really wants

to see this change. 'We have to break the silence and stand up for those who are suffering', she says. Their innovative solution is making a massive difference:

Sharon Jones and the Buena Tierra team travel up and down Latin America, talking about these issues, and training churches and schools on how to protect children from child abuse. Using the child-friendly puppet, Aurora the Parrot, Sharon is able to engage with children on this topic, in an unthreatening way, whilst still being able to offer crucial advice.

As part of this training the ministry provides a resources book, filled with 17 lessons, giving children aged 4 to 12 the tools to protect themselves from abuse. The lessons are dynamic and fun for the children, helping them

to understand this difficult topic. Sharon and the team try to share this with as many adults as possible, so that they can teach the children in their care, whether that's in their Sunday school, neighbourhood, school or family.

We asked Sharon about the impact this project has had so far:

"As a team, we've trained over 2,500 people in ten cities across Peru and we recently launched an international version at the 'Expolit' exhibition in Miami, where I also delivered some training.

"Teachers have told me about tough situations they are facing and that it is such a relief for them to be able to approach this theme from a biblical perspective. They also love the practical applications through the lessons.

"After participating in these lessons, some children have opened up for the first time about abusive situations they are in. Although the process of justice is not easy here in Peru, we can nevertheless show God's love and compassion to those who are suffering and that is so important."



# CONTEMPORARY BIBLE COMMENTARY

Producing a bible commentary for Latin America

In April 2019, we celebrated the launch of a landmark publication: the *Comentario Bíblico Contemporáneo (CBC)*. Culturally relevant, highly readable and deliberately accessible in price, this book is set to change the landscape of theological study across the continent for years to come.



Latin Link's Ian Darke has worked for more than 30 years in Latin America, first in Peru and now in Costa Rica. He's been the coordinator for the CBC project since its inception in 2007.

"It has been exciting to be in touch with Bible teachers and scholars from every part of the continent. Almost all evangelical groups are represented, as are almost all Latin American countries. Given such diversity, our editors had to be careful that commentaries explain different perspectives on divisive issues.

"In addition to the commentaries, over 100 contextual articles were included, on matters of great relevance in Latin America, such as: prison ministry; domestic violence; care of orphans; concern for people with disabilities; magic; secret societies and political violence. Each was written by someone with extensive experience.

"None of this work would have been possible without a host of contributors: the writers, the core group of editors, and a host of other editorial helpers. Some reviewed theological content or language style, others prepared study questions, included throughout.

"Now, after 12 years of so much effort from so many people, the commentary is complete! It is certainly not perfect... no human book ever will be. But we are incredibly excited, because this is an extraordinary resource, available in a beautifully printed edition, at a remarkably good price, and being distributed across the continent by the thousands. It will soon be available on electronic platforms, such as Logos and Accordance, and accompanied by a freely-accessible web site, containing extra resources and information."

We asked what some of the challenges have been in the creation of this wonderful publication:

"At that first meeting in 2007 there was a lovely sense of the Lord's presence, as the various groups agreed to join forces, drawing on resources from across the continent. I had the honour of being invited to join the core team, as project coordinator. We initially talked of completing the commentary by 2010, but soon realised this was hopelessly optimistic! Any images of contributors working calmly in book-lined studies were soon dashed by the realisation that many had to combine heavy teaching loads, pastoral work and other responsibilities.

"Experts in the Old Testament were hard to find, while some scholars found it a challenge to communicate deep content in simple language. However, we saw this as an opportunity to help them become better communicators, producing even more resources in the future.

# DEALING WITH LOSS IN PERU

## Nueva Esperanza (New Hope) ministry

"What's your talent?"

As a bereavement counsellor, Kay Stoker is used to thinking on her feet. But when Santiago asked her this question in the middle of their session, she was caught off-guard. Scrambling to come up with a worthwhile reply, Kay couldn't help but wonder where this question had come from. Santiago, aged 11, responded by telling Kay about a talent of his own: origami.

Over the last year, Santiago has developed a love for origami! After getting hold of used paper, he spends hours creating wonderfully complex designs, filling the room he shares with older brother, Danilo (aged 20).

Kay and her husband Dave have been based in Cusco, Peru, since 2013. Kay's compassion for



Kay and Dave Stoker

people experiencing bereavement has led her to set up the *Nueva Esperanza* (New Hope) ministry, alongside a Peruvian pastor and psychologist. The ministry runs counselling sessions and bereavement camps for families and individuals experiencing the loss of a loved one.

In a culture where talking openly about death is uncommon, the guidance and advice offered in this ministry is helping people come to terms with their loss, and find a greater hope in God.

### Two incredibly brave brothers

For Santiago and Danilo, hope seemed far away. Their dad had died six years ago, and their mum one year ago. Apart from each other, they were alone in life. Danilo and Santiago are two incredibly brave brothers.

Now, Santiago attends a local school which is paid for by the government, and Danilo is studying to be a chef. However, finding the money to pay his tuition fee at the college is difficult and he often can't attend for months on end.

With no government provision, even the cost of living is a constant struggle. Danilo, as sole carer for his young brother, earns money by making *crema de leche* and *empanadas* on their two-ring stove in the room where they live. He walks the streets of Cusco, selling them wherever possible throughout the day. Of the little he makes, he saves what he can for his own tuition fees, but most of the money goes on food, gas, water and clothing.

There can be no quick-fix to take away the pain these boys feel. But we thank God for the relationship being built between the brothers and *Nueva Esperanza*. Through connections with a local church, Danilo and Santiago got involved in the programme, attending personal therapy sessions and a bereavement camp. The



programme, which provides a safe space for them to talk, question, feel and be themselves, has been invaluable. They're now being given the proper resources to process their grief well, and they're developing a healthy network of support.

## Mothering Sunday

While they attempt to find some normality in life, the coming of Mother's Day brings with it a painful reminder. Mother's Day (*celebrated this year in May across Peru*) is a big occasion in the country, and last year it came only six weeks after the death of their mum. Despite this, the brothers decided together to do something positive on that day, in memory of her; something to bless other people and bring joy. As they sat with Kay, discussing ways to cope through it, an idea dawned on them.

Origami.

So, putting to use Santiago's talent, the brothers worked hard to make 100 origami roses out of used paper. Then, on Mother's day,



they took to the streets of Cusco, giving them freely to any mothers who were out for a walk with their families.

"We had a decision to make, we could have sat in our room and cried and ached inside for our own Mum, or we could go into the streets, share a little happiness, try and see a smile on the faces of other mums and imagine that was our own mum smiling at us." Danilo.



# STRIDE PROGRAMME

## Introduction to Stride

Using individual skills and giftings, Striders are generally based in a project for between six and 24 months (though shorter medical electives and mini-Strides are available). Although that doesn't seem very long, Striders find that they can have a big impact – as well as being greatly impacted themselves.

STRIDE MEMBERS	
Argentina	0
Bolivia	3
Brazil	2
Chile	3
Colombia	4
Costa Rica	0
Ecuador	2
Guatemala	6
Mexico	0
Nicaragua	2
Peru	5
Spain	0
Britain and Ireland	1
TOTAL	28

Step and Stride continue to operate well together, with two Striders from this year having previously done Step, and conversations being had with several of those who did Step last year. 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 number of longer Stride placements is also an encouragement, with two striders in Bolivia and Colombia for two years. We have also had

four applications for longer placements for 2019, which we hope may develop into Stay.

The medical elective placement in Guatemala has also been an encouragement, with returning Striders wanting conversations about going back to Latin America in the future. We have also had an increase in medical elective applications for 2020, with a second placement option in Guatemala being explored. We also hope to expand on Bible college placements.

We are so encouraged by the number of Stride enquiries and applications that we continue to receive, and by reports from those returning. We are excited to have accepted a young family of four on a year-long placement in Colombia next year, as well as ongoing conversations with a couple of other families. We are continuing to explore and develop opportunities for shorter term placements, including a Sabbatical Stride, in the hope this might inspire a more varied demographic in the Stride programme.

## Stride stories:

### Misha Battle, Guatemala

Misha has been in **Zaragoza, Guatemala** since September 2018, working with **Educando Para La Vida**, using her teaching background to teach students, and train teachers:

"I have been serving in the local education project now in Zaragoza for nine months. My day-to-day involves lesson planning, team meetings, evaluations, classes and teacher training. The long term vision excites me but sometimes one can get lost in the daily details/ demands and forget that God is in the ordinary and the mundane routine.

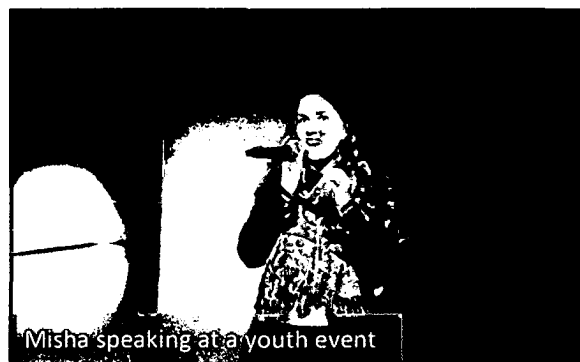
"Last week, we were teaching our class in Primero. I was working with Yessica (name

changed for child protection). At the start of the school year, Yessica could not recognise numbers or letters and did not know how to write or read. She had not attended a *pre-primaria escuela* so was significantly behind the rest of her peers. At the start of the school year, she was one of our lowest performing pupils. In just the past six months, Yessica has grown to now be able to separate polysyllabic words into syllables, recognise letters and write sentences. In Maths, she has grown from confusing numbers such as 6 and 9, and mixing up the number 3 and the letter M, to now being able to do sums that have a result greater than 10.

"Last Monday, we discussed the idea of putting a larger number in our minds and then adding a smaller number with our fingers to the larger number. She captured the strategy brilliantly and got 100% in her Maths class that day. However, what really inspired me was that she then sat with another pupil who was struggling and proceeded to teach him the same strategy that we had just shared! She taught him excellently and he also was able to complete the work in that day's class.

"It amazes and humbles me to see the kingdom of God in basic Year 1 Maths. But here he is, at work, using an 8 year old girl to teach a fellow 7 year old pupil who is struggling.

"I am so thankful to be a part of this journey and to see God in the *unglamorous*, in the gritty, day-to-day reality, in teaching basic Maths. Though it may be the normal and the ordinary, it is God who is extraordinary and makes the ordinary extraordinarily beautiful."



Misha has recently decided to extend her Stride placement for another year - to the delight of all she works with!

Something we often pray over our Striders, is that they would be challenged and stretched, and learn to rely more fully on God. It's a prayer that is often answered and we are constantly encouraged by reports from Striders who are having their concepts of mission challenged, seeing God use them in entirely unexpected ways.

## Karyn Priestly, Chile

**Karyn** was on a Stride placement in **Nueva Imperial, Chile** in **2018**; this is a reflection of her first six months there:

"I have come to realise that each and every missionary, whoever they are, wherever they are and whatever they are doing, is different. I mean, it has to be different because one thing's for sure...there are certainly no desert plains here in the South of Chile! I spend my weeks teaching English to a group of young screaming children who don't want to learn English, I sit in an office in front of a computer screen planning lessons for these children who end up tearing up all my material and meanwhile, I am translating every sentence from Spanish into

English with the hope that I can form a reasonable response. How am I supposed to share the Gospel if I can't even ask for a vegetarian dish and instead end up with cow's intestines for lunch?! (Long story...)

"It may sound like I am defeated, complaining, worn out...which at times is true as I am only human, but the truth is, I am encouraged. This is reality and the reality is that I am here in Chile, I have no idea at times what I am doing, I can't make myself understood, I don't share the Gospel every day, as far as I know I haven't led anyone to know Christ. But in spite of that, I'm here. I'm here and I trust that God is doing something, using the imperfect and flawed person that I am to light a spark in someone else and he's doing it all in HIS TIME. Not mine. So I will rejoice in the difficult moments, knowing that I am not alone, and knowing that I am only an instrument.

"As written in Isaiah 6 vs. 8; "Here I am, send me", I don't know where or when or why but send me anyway because I want you to use me



Photo taken by Kayrn while visiting Peru

in the everyday routine and I want to be taught how to live a life like that of Christ."

## Simon Howling, Bolivia

**Simon**, who completed a Bible college placement in 2018, is now six months into a two year Stride in **Trinidad, Bolivia**:

"Stride has allowed me to get deeply



Simon (left) with friends in Bolivia

connected with a community, to be involved in ministries that God has called me to and to do so having a strong team behind me - praying for me, encouraging me and challenging me to be all that God created me to be. Two years of friendship growing, church building, Jesus preaching and football playing; Praise God!"



## STEP PROGRAMME

### Introduction to Step

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

They are run in partnership with local churches and other non-governmental organisations, with similar mission objectives. And by always having the bigger picture in mind, we ensure that Step feeds into longer-term, sustainable mission, addressing both physical and spiritual needs.

Between April 2018 and March 2019 we sent 26 Steppers to serve in Latin America. Whilst this is slightly fewer than last year, we were

STEP MEMBERS	
Argentina/Chile	9
Bolivia	6
Ecuador	8
Peru	4
<b>TOTAL</b>	<b>27</b>

pleased that this included a church Step team to Peru - where a good connection is being maintained and we hope to see more teams in the future. One member of this team has since applied to and been accepted for a Stride placement to Peru, as a result of his experience on Step.

A priority for Step continues to be to give a broader understanding of cross cultural mission, in the hope some may respond to a longer term calling to Latin America.





Step Team in Argentina

## Highlights from the year

The 2018 Step team had a very practical focus, starting in **Temuco, Chile**, for seven weeks, helping to construct a church building/ community centre and assisting with some farming. The second half of their time was in **Salta, Argentina**, where they spent a further seven weeks helping to extend a Christian retreat centre, so it can become financially self-sufficient. The team threw themselves into Latin life, friendships, community and church, and came away with many stories of God at work.

"On Saturday morning, we were joined by German, youth from the local churches and Neil and Jenny (the Striders who met us in the airport on our first day in Chile). We split off into smaller groups and went around the area evangelising. This was very successful and many people opened up about their lives and their struggles with the Christian faith."

### Spring Step Chile/Argentina

"Monday, Tuesday, Wednesday and Thursday were our first days of work on the building site in Argentina! On this project it just so happened that the most physically difficult work would come at the beginning of our seven weeks. This involved levelling out the ground of the entire site and removing excess dirt in wheelbarrows to the outside of the church. On both Tuesday

and Wednesday, we also pulled down a total of three walls using pick axes, hammers and our hands!"

### Spring Step Chile/Argentina

"As none of us look particularly Argentinian people are keen to talk to us and ask where we are from. This is a great blessing as it means we are able to talk about the church and invite them along to services! For example, on Tuesday evening Alice and Mo visited a lady who works in a local shoe shop, and talked to her for around an hour about her work, her upcoming exams and her wedding in September. They were also able to pray with her and hope to go back sometime this week."

### Spring Step Chile/Argentina

A team of eight spent three weeks in Santo Domingo, Ecuador, helping to build a Sunday school room and getting involved in many of the church activities. As with many teams, they often found themselves sharing testimonies and preaching, and were all encouraged to see God use these opportunities.



"Church started at 9:30 and involved lots of singing and dancing. They had a translator, Erica, who translated the full sermon for us which was great. At the end, they got Mark up to share his testimony with no forewarning - but he managed brilliantly."

### Summer Step Ecuador

"The culture here is a lot more relaxed and people tend to focus more on building relationships and spending time with people than getting jobs done, which is a bit different from our culture, which just focuses on getting the job done. But it's been a real blessing getting to spend time with people in the community."

#### **Summer Step Ecuador**

Teams are continually surprised by the impact they can have in such a short space of time. The practical work is a help to the community, but relationships built create a lasting impact.



"The leaving do was a really lovely night, the church organised the majority of it and they gave a really lovely speech about how much we have helped and blessed them in our time there, which was very humbling because we really feel that we have got so much out of this experience too. Saying goodbye to everyone was so difficult - it's crazy how much we have connected with them in such a short space of time despite the language barrier."

#### **Summer Step Ecuador**

A team of six spent three weeks in Candelaria, Bolivia for 3 weeks, helping with the construction of Sunday school classrooms and joining the church in outreach to the local community. One member of the team was part of both

Summer Step teams and we were pleased with how this worked. We hope this will pave the way for others to join more than one team in the future.

"We were all eager to begin. The bricks hadn't arrived but we had other tasks to do. We transferred sand and stones from outside the site to inside. The sand needed further sifting. It was tough work as it was uphill but the team made an amazing start and progressed well."

#### **Summer Step Bolivia**

"Then it was time for the kids club! Some of us weren't used to such spontaneous planning! We introduced ourselves, prayed and then started with games outside on the plaza. We had a time of singing and teaching songs with the kids. We then split into groups where there was a time of Bible teaching. Overall 33 kids attended and we praise God for the wonderful opportunity!"

#### **Summer Step Bolivia**

"During dinner some ladies spoke to Maribel and told her that they had heard about Sam's preaching and wanted more of the word of God now!! They were waiting in the church. How amazing!"

#### **Summer Step Bolivia**

"The boys continued on the building work this morning, helping to pass the bricks and set the cement while the girls helped the ladies with the cooking. We had such a fun morning helping to prepare lunch. Half way through the morning we had a popcorn and coke break which was a lovely opportunity to share photos of our home towns and families with the ladies

who have become so special to us. Even with a language barrier it is very lovely to be able to laugh and share times together."

#### **Summer Step Bolivia**

We have had links with a church team which has gone to **XX Peru** several times over the years. We were excited to welcome another team of four, including Josh Murphy, who has since been accepted on Stride. His sister also hopes to go to Ecuador on Stay, and his Mum has led the church team to Peru three times - it's a huge encouragement to us to see God use whole families!

The team were in **Arequipa, Peru** for 3 weeks, helping out at **Shalom** and **Nuevas Fuerzas**, and helping run the annual camp.

"Our team's first experience of Peruvian church! We were overwhelmed by the welcome and people's excitement to see us, and it was amazing to be thousands of miles from home and still be able to worship as a part of God's family!"

#### **Church Step Team, Peru**

"God is able to take our pride and replace it with freedom, was the theme of the day. We helped children from Shalom in their small group, whizzing about in wheelchairs much to their delight! Lots of mess with crafts. The afternoon was spent playing competitive Uno!"

#### **Church Step Team, Peru**

"This week we had the opportunity to visit some of the families from Shalom, which proved to be heart wrenching. They smile and welcome us into their homes and generously

share the little food they have. They are interested in us, concerned we are enjoying their country. What a privilege to pray and cry together."

#### **Church Step Team, Peru**



A final word from the Spring Step team, summing up the Step experience:

"We have learnt so much from our time here; this truly has been an unforgettable experience, and we have learnt afresh just how amazing God's power, love and grace really is."

#### **Spring Step 2018 Chile/Argentina**





# FINANCIAL REVIEW

This year has seen our head office team strengthened as a result of restructuring both the Leadership Team through new appointments as well as some of the office functions. The benefits of this are already being felt in terms of improvements in links with churches in the UK. The ultimate aim is to achieve a wider exposure resulting in recruitment of more candidates to Step, Stride and Stay programmes.

Our aim, financially speaking, is to build up our general reserve primarily to provide an increased degree of stability and to comply with mortgage covenants. The level of unrestricted funds fell again by £47k and designated funds increased by £575k mainly due to a revaluation of our property in Reading.

## Fundraising

Latin Link's approach to fundraising is always built on values of honesty, transparency and community. We are registered with the Fundraising Regulator and all our fundraising activities comply with the Code of Fundraising Practice. Staff within the Development and Communications department responsible for fundraising monitor and report regularly to the trustees. We also provide Fundraising Guidelines to all volunteers who are raising funds.

We express our grateful thanks to all the individuals, trusts, churches and other organisations who have donated funds to Latin Link and our members. We also recognise that some supporters may be in vulnerable

circumstances and we take particular care to serve them appropriately. We will never put anyone under pressure to make a gift. Our Fundraising Complaints Policy is easily accessible on our website.

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

## Looking forward

We continue to see a rapidly changing concept of mission and are always looking at ways of adapting the way we work towards our vision of seeing Latin American communities impacted by the love of God.

In this the third year of our strategic plan the objectives are still:

- Securing Latin Link's future
- Sustaining and expanding multi-directional mission
- Engaging with churches more effectively throughout Britain and Ireland
- Exploring new ways of engaging in mission

The research project reported on previously is being used as a basis for focusing on specific activities aimed at improving our achievement of the four objectives above.

## Going concern

The trustees, as part of their continual review of the circumstances of the charity, are confident that the charity is a going concern. We are committed to rigorous cost control and believe that sufficient resources are available to fund the activities for the foreseeable future.

## Principal Funding Sources

We acknowledge that we could not exist without the faithful and sacrificial giving of our supporters and partner churches and, through that giving, support our personnel, projects and ministries together with team programmes, enabling us to achieve God's purposes and so we continue to thank God for his faithfulness.

## Investment Policy

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the trustees consider appropriate.

The trustees, having regard to the liquidity requirements of the charity and to the reserves policy, do not, apart from the building in London Street, Reading, have any funds committed to long term unrealisable assets, which seeks to maximise income and capital growth in line with principles relating to sustainable and responsible investment. The overall return on our investments and deposits remains low due to continuing low level of interest rates during the year.

## Reserves policy

Our current reserves policy that unrestricted funds not committed or invested in tangible fixed assets held by the charity, should be at least equal to 25% of annual unrestricted expenditure, which equates to approximately three months of operational costs. As with last year, we are not currently at this level but we continue to work towards achieving this.

## 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 Standards, including Financial Reporting Standard 102; *the Financial Reporting Standard applicable in the UK and Republic of Ireland (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;
- Make judgements 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

information and to establish that the auditor is aware of that information.

## Auditors

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

By order of the trustees



Roger Pearce  
Chair of Trustees

5 September 2019

# 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 2019 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 2019 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in

the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the annual report, other

than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees 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 trustees'/governors'/directors' report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the trustees' 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 trustees 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 trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

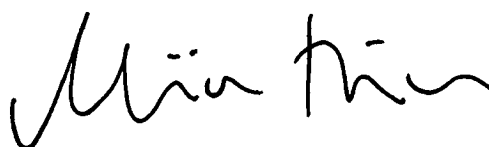
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the

economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Use of our report

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



Signed and dated by Miriam Hickson on  
5 September 2019

**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

# STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2019

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
	Notes					
<b>Income and endowments from:</b>						
<i>Donations and legacies:</i>						
Donations & Legacies	2	378,971	-	-	378,971	429,760
Other trading activities	3	68,586	-	-	68,586	30,719
<i>Charitable activities:</i>						
Stay programme	4	385,688	11,688	827,781	1,225,157	1,125,609
Stride programme	4	-	-	176,667	176,667	161,774
Step programme	4	-	-	45,261	45,261	58,161
<b>Total income and endowments</b>		<b>833,245</b>	<b>11,688</b>	<b>1,049,709</b>	<b>1,894,642</b>	<b>1,806,023</b>
<b>Expenditure on:</b>						
<i>Raising Funds</i>	5	151,128	-	-	151,128	61,452
<b>Charitable activities</b>	5	707,031	-	1,064,671	1,771,702	1,767,929
<b>Total expenditure</b>		<b>858,159</b>	<b>-</b>	<b>1,064,671</b>	<b>1,922,830</b>	<b>1,829,381</b>
Net gains/(losses) on investments		-	541,010	-	541,010	(132,287)
<b>Net income/(expenditure) for period</b>	6	<b>(24,914)</b>	<b>552,698</b>	<b>(14,962)</b>	<b>512,822</b>	<b>(155,645)</b>
Transfers between funds		(22,487)	22,487	-	-	-
<b>Net movement in funds</b>		<b>(47,401)</b>	<b>575,185</b>	<b>(14,962)</b>	<b>512,822</b>	<b>(155,645)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		101,278	912,297	329,804	1,343,379	1,499,024
<b>FUND BALANCES CARRIED FORWARD</b>		<b>53,877</b>	<b>1,487,482</b>	<b>314,842</b>	<b>1,856,201</b>	<b>1,343,379</b>

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

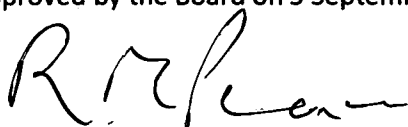
# BALANCE SHEET AT 31 MARCH 2019

Company Registration Number: 2811525

	Notes	2019 £	2018 £
<b>Fixed Assets</b>			
Tangible Assets	9	372,436	360,302
Investment Property	10	1,900,000	902,754
Investments	11	<u>50,018</u>	<u>50,018</u>
		2,322,454	1,313,074
<b>Current Assets</b>			
Stock		2,517	3,295
Debtors	12	59,756	145,724
Cash at bank and in hand		<u>425,142</u>	<u>447,778</u>
		487,415	596,797
<b>Current Liabilities</b>			
Creditors falling due within one year	13	<u>134,959</u>	<u>255,756</u>
		134,959	255,756
<b>Net Current Assets</b>		352,456	341,041
<b>Total Assets less Current Liabilities</b>		2,674,910	1,654,115
Creditors falling due after more than one year	14	818,709	310,736
<b>Net Assets</b>	16	<u>1,856,201</u>	<u>1,343,379</u>
<b>The funds of the charity</b>			
Restricted income funds	15	314,842	329,804
Unrestricted income funds:			
Designated	15	1,487,482	912,297
General	15	<u>53,877</u>	<u>101,278</u>
		1,541,359	1,013,575
<b>Total charity funds</b>		<u>1,856,201</u>	<u>1,343,379</u>

The notes on the following pages form part of these accounts

Approved by the Board on 5 September 2019 and signed on its behalf by:



**Roger Pearce**  
Director and Chair of the Trustees



# STATEMENT OF CASH FLOWS

For year ended 31 March 2019

	2019	2018
	£	£
<b>Cash used in operating activities</b>		
Surplus / (deficit) from ordinary activities	512,822	(155,645)
Adjustments for:		
Depreciation charges	7,366	5,816
(Gains) / losses on investments	(541,010)	132,287
Dividends, interest and rents from investments	(66,210)	(27,986)
Decrease / (increase) in stock	778	185
Decrease / (increase) in debtors	85,968	9,205
(Decrease) / Increase in creditors	(132,576)	134,428
<b>Net cash provided by / (used in) operating activities</b>	<b>(132,862)</b>	<b>98,290</b>
<b>Cash flows from investing activities</b>		
Dividends, interest and rents from investments	66,210	27,986
Proceeds from the sale of property, plant and equipment		
Purchase of fixed assets	(19,500)	(157,142)
Proceeds from the sale of investments		
Purchase of investments	(456,236)	(331,505)
<b>Net cash provided by / (used in) investing activities</b>	<b>(409,526)</b>	<b>(460,661)</b>
<b>Cash flows from financing activities</b>		
Repayment of borrowing	(4,436)	(1,128)
Cash inflows from new borrowing	524,188	317,264
<b>Net cash provided by / (used in) financing activities</b>	<b>519,752</b>	<b>316,136</b>
<b>Increase / (decrease) in cash and cash equivalents in the year</b>	<b>(22,636)</b>	<b>(46,235)</b>
Cash and cash equivalents at the beginning of the year	447,778	494,013
<b>Cash and cash equivalents at the end of the year</b>	<b>425,142</b>	<b>447,778</b>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

## 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 front 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 comprise costs associated with attracting voluntary income and the costs of attracting income for fundraising purposes;
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them;
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity; and
- All costs are allocated between the expenditure categories of the Statement

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

(g) Operating leases

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

(h) Tangible fixed assets

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

Office equipment is depreciated at 20% per annum of cost, new computer equipment at 33⅓% per annum of cost and freehold buildings at 2% per annum of cost. Freehold land is not depreciated. Individual items under £1,000 are written off in the year of acquisition.

(i) Investments

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

(j) Debtors

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

(k) Cash at bank and in hand

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

(l) Creditors and provision

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

(m) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and

subsequently measured at their settlement value.

(n) Pension costs

Pension contributions are paid to defined contributions schemes operated by the EMA Pension Scheme. The assets of the pension schemes are held in funds that are administered independently of the Company. Contributions to the EMA Pension Scheme and other non-funded pensions are charged to the Statement of Financial Activities in the period to which they relate.

(o) Foreign currencies

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

## 2. Donations and legacies

	Unrestricted £	Designated £	Restricted £	2019 £	2018 £
Donations	333,473	-	-	333,473	332,299
Legacies	45,498	-	-	45,498	97,461
	378,971	-	-	378,971	429,760

## 3. Other trading activities

	2019 £	2018 £
Property Rental	66,210	27,986
Investment income	2,241	1,743
Income from sundry sales	135	990
	68,586	30,719

## 4. Income from charitable activities

	Unrestricted £	Designated £	Restricted £	2019 £	2018 £
Team & retired members, office staff	275,406	11,688	639,434	926,528	885,858
Ministries & Projects	-	-	188,347	188,347	164,380
Administration and Events	110,282	-	-	110,282	75,371
Step and Stride programmes	-	-	221,928	221,928	219,935
	385,688	11,688	1,049,709	1,447,085	1,345,544

## 5. Expenditure

	Voluntary Income £	Stride & Step programmes £	Stay programme £	Governance £	Fundraising & Publicity £	2019 Total £	2018 Total £
<b>Costs directly allocated to activities</b>							
Team Member costs	-	-	919,057	-	-	919,057	899,461
Latin Partners costs	-	-	618	-	-	618	6,669
Ministries & Projects	-	-	193,970	-	-	193,970	149,425
Grant payable to Cuba para Cristo	-	-	-	-	-	-	-
Events	2,718	-	-	-	4,078	6,796	4,582
Fundraising & Publicity	16,338	-	-	-	24,506	40,844	27,946
Staff costs	-	42,252	-	-	-	42,252	38,535
Strider & Stepper costs	-	176,556	-	-	-	176,556	166,491
Professional fees	-	-	-	13,471	-	13,471	6,133
Trustee meetings	-	-	-	2,464	-	2,464	3,353
Cuba Para Cristo costs	-	-	-	-	-	-	-
Other costs	52,533	-	-	1,183	14,947	68,663	12,383
<b>Support costs allocated to activities</b>							
General office, finance and coordinator staff	18,684	57,108	290,652	4,468	11,361	382,273	438,741
Premises	399	1,220	6,210	95	243	8,167	11,938
Office costs	1,786	5,460	27,787	427	1,086	36,546	33,563
Depreciation	360	1,100	5,601	86	219	7,366	5,817
Travel & hospitality	467	1,426	7,260	112	284	9,549	9,267
Other operational costs	696	2,127	10,826	166	423	14,238	15,077
<b>Total expenditure</b>	<b>93,981</b>	<b>287,249</b>	<b>1,461,981</b>	<b>22,472</b>	<b>57,147</b>	<b>1,922,830</b>	<b>1,829,381</b>

## 6. Net income/(expenditure) for the year

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

	2019	2018
	£	£
Depreciation	7,366	5,817
Operating lease rentals: office equipment	1,441	1,393
Auditors' remuneration	6,600	6,120

## 7. Taxation

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

## 8. Staff information

Staff costs were as follows:

	2019	2018
	£	£
Salaries	499,769	560,853
Social security costs	20,491	27,292
Pension costs	25,982	26,070
	546,242	614,215

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. Total employers cost for these staff which includes gross salaries, pensions and employer's NIC is £114,209 during the year (2018: £103,770). Relatives of the key management personnel were paid £19,187 during the year (2018: nil).

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

	2019	2018
Charitable activities	24	24
Office and administration	12	12
	36	36

The charity continues to make an ex-gratia payment to top-up members' pensions, in lieu of inadequate pension provision for EUSA members who started serving before 1980. This year 23 members received these payments (2018: 23)

## 9. Tangible Fixed Assets

	Freehold Property £	Office Equipment £	Total £
<b>Cost</b>			
At 1 April 2018	407,145	65,318	472,463
Disposals	-	-	-
Additions	19,500	-	19,500
At 31 March 2019	426,645	65,318	491,963
<b>Depreciation</b>			
At 1 April 2018	46,843	65,318	112,161
Disposals	-	-	-
Charge for the year	7,366	-	7,366
At 31 March 2019	54,209	65,318	119,527
<b>Net Book Value</b>			
At 31 March 2019	372,436	-	372,436
At 31 March 2018	360,302	-	360,302

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

## 10. Investment Property

	2019 £	2018 £
Brought forward	902,754	666,668
Disposals	-	(95,419)
Additions	456,236	331,505
Revaluation	541,010	-
	1,900,000	902,754

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

<u>UK holdings</u>	Fixed income bonds £	Alternative Investments £	Total £
<b>Cost</b>			
At 1 April 2018	50,000	18	50,018
At 31 March 2019	50,000	18	50,018
<b>Market Value</b>			
At 1 April 2018	50,000	18	50,018
At 31 March 2019	50,000	18	50,018

## 12. Debtors

	2019 £	2018 £
Income tax recoverable	10,932	11,483
Other debtors	19,269	5,323
Prepayments	17,718	45,405
Income receivable	11,837	83,513
	<u>59,756</u>	<u>145,724</u>

## 13. Creditors: Amounts falling due within one year

	2019 £	2018 £
Taxation and social security	22,140	22,429
Mortgage	17,178	5,400
Other creditors	66,062	204,321
Deferred income	-	-
Accruals	29,579	23,607
	<u>134,959</u>	<u>255,756</u>

## 14. Creditors: Amounts falling due after more than one year

	2019 £	2018 £
Mortgage	803,709	310,736
Loan	15,000	-
	<u>818,709</u>	<u>310,736</u>
<b>Mortgage</b>		
Due within 1 -2 years	18,382	16,200
Due within 2 -5 years	60,065	48,600
Due in more than 5 years	725,262	245,936
	<u>803,709</u>	<u>310,736</u>

Included within Creditors in notes 13 and 14 above is a mortgage originally of £825,000 which is being used to redevelop the premises. As of 31st March the full amount has been drawn down. The mortgage is secured on freehold property which represented 16% of the value of the property when it is fully redeveloped. The loan is fully repayable in 30 years. Interest is currently charged at 4.25%.



## 15. Movements in Funds

	At 1 April 2018 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2019 £
<b>Restricted funds:</b>						
Individual project and personnel funds	313,035	827,781	(845,863)	-	-	294,953
Step	(2,098)	45,261	(55,828)	-	-	(12,665)
Stride	18,867	176,667	(162,980)	-	-	32,554
Website Development	-	-	-	-	-	-
<b>Total restricted funds</b>	<b>329,804</b>	<b>1,049,709</b>	<b>(1,064,671)</b>	<b>-</b>	<b>-</b>	<b>314,842</b>
<b>Unrestricted funds:</b>						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	819,014	-	-	-	541,010	1,360,024
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	66,364	11,688	-	-	-	78,052
Designated mission fund	15,346	-	-	-	-	15,346
Designated SFM 1%	-	-	-	22,487	-	22,487
General Funds	101,278	833,245	(858,159)	(22,487)	-	53,877
<b>Total unrestricted funds</b>	<b>1,013,575</b>	<b>844,933</b>	<b>(858,159)</b>	<b>-</b>	<b>541,010</b>	<b>1,541,359</b>
<b>Total funds</b>	<b>1,343,379</b>	<b>1,894,642</b>	<b>(1,922,830)</b>	<b>-</b>	<b>541,010</b>	<b>1,856,201</b>

	At 1 April 2017 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2018 £
<b>Restricted funds:</b>						
Individual project and personnel funds	341,396	766,848	(795,209)	-	-	313,035
Step	-	58,161	(62,119)	1,860	-	(2,098)
Stride	-	161,774	(142,907)	-	-	18,867
Website Development	-	-	-	-	-	-
<b>Total restricted funds</b>	<b>341,396</b>	<b>986,783</b>	<b>(1,000,235)</b>	<b>1,860</b>	<b>-</b>	<b>329,804</b>

	At 1 April 2017 £	Income £	Expenditure £	Transfers £	Gains & Losses £	At 31 March 2018 £
<b>Unrestricted funds:</b>						
Designated pension funds	60	-	-	-	-	60
Designated education fund	2,751	-	-	-	-	2,751
Designated capital fund	951,301	-	-	-	(132,287)	819,014
Designated members' excess support fund	8,762	-	-	-	-	8,762
Designated launch fund	59,368	12,586	(5,590)	-	-	66,364
Designated mission fund	30,000	-	-	(14,654)	-	15,346
Designated SFM 1%	-	-	-	-	-	-
General Funds	105,386	806,654	(823,556)	12,794	-	101,278
<b>Total unrestricted funds</b>	<b>1,157,628</b>	<b>819,240</b>	<b>(829,146)</b>	<b>(1,860)</b>	<b>(132,287)</b>	<b>1,013,575</b>
<b>Total funds</b>	<b>1,499,024</b>	<b>1,806,023</b>	<b>(1,829,381)</b>	<b>-</b>	<b>(132,287)</b>	<b>1,343,379</b>

### Purposes of Restricted Funds

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

*Step fund: Funds used for the short term Step programme. The transfer from General funds is to meet the restricted expenditure that is not covered by future income for this fund.*

*Stride fund: For the short term Stride programme. Transfer relates to programme costs incurred centrally.*

*Website: Funding received specifically to develop a new website.*

### Purposes of Designated Funds

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

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

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

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

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

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

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

## 16. Analysis of Net Assets Between Funds

	2019			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	372,436	-	372,436
Fixed Asset Investment	-	1,900,000	-	1,900,000
Investments	50,018	-	-	50,018
Current assets	121,640	50,933	314,842	487,415
Current liabilities	(117,781)	(17,178)	-	(134,959)
LT Liabilities	-	(818,709)	-	(818,709)
Net Assets at 31 March 2019	53,877	1,487,482	314,842	1,856,201

	2018			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Tangible fixed assets	-	360,302	-	360,302
Fixed Asset Investment	-	902,754	-	902,754
Investments	50,018	-	-	50,018
Current assets	301,616	(34,623)	329,804	596,797
Current liabilities	(250,356)	(5,400)	-	(255,756)
LT Liabilities	-	(310,736)	-	(310,736)
Net Assets at 31 March 2018	101,278	912,297	329,804	1,343,379

## 17. Pension Scheme

The cost to the Company of providing pension and death in service benefits during the year ended 31 March 2019 was as follows:

	2019 £	2018 £
Payments with respect to current staff	25,982	30,447
Payments with respect to team members currently serving overseas	110,970	83,030
	<u>136,952</u>	<u>113,477</u>

## 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.

	2019 £	2018 £
Hire of plant and machinery		
Within one year	1,441	1,393
Between one and five years:	-	1,393
	<u>1,441</u>	<u>2,786</u>

## 19. Trustees

No remuneration was paid to the Trustees during the year (2018: £nil). Expenses of £724 for travel and meeting costs were paid to 1 trustee during the year (2018: £1,619 to 2 trustees).

During the year a Trustee loan was received of £15,000 (2018: £nil). £15,000 (2018: £nil) was outstanding at year end.

## 20. Related Parties

Financial transactions have occurred between Latin Link and the following related party:

Related Party	Amount	Nature of transaction
Ulting Trust	£5,500	Donation received to support theological education in Latin America

Roger Pearce (trustee) is a trustee of Ulting Trust

## 21. Prior Year Comparatives

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2018 £
<b>Income and endowments from:</b>				
Donations and legacies:	429,760	-	-	429,760
Other trading activities	30,719	-	-	30,719
<i>Charitable activities:</i>				
Stay programme	346,175	12,586	766,848	1,125,609
Stride programme	-	-	161,774	161,774
Step programme	-	-	58,161	58,161
<b>Other incoming resources</b>	-	-	-	-
<b>Total income and endowments</b>	<b>806,654</b>	<b>12,586</b>	<b>986,783</b>	<b>1,806,023</b>
<b>Expenditure on:</b>				
<i>Raising Funds</i>	61,452	-	-	61,452
<b>Charitable activities</b>	<b>762,104</b>	<b>5,590</b>	<b>1,000,235</b>	<b>1,767,929</b>
<b>Total expenditure</b>	<b>823,556</b>	<b>5,590</b>	<b>1,000,235</b>	<b>1,829,381</b>
Gains on Investments	-	(132,287)	-	(132,287)
<b>Net income/(expenditure) for the period</b>	<b>(16,902)</b>	<b>(125,291)</b>	<b>(13,452)</b>	<b>(155,645)</b>
Transfers between funds	12,794	(14,654)	1,860	-
<b>Net movement in funds</b>	<b>(4,108)</b>	<b>(139,945)</b>	<b>(11,592)</b>	<b>(155,645)</b>

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

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

## Recruitment and Appointment of Directors

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

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

## Trustee Induction and Training

Prior to appointment most trustees are already familiar with the practical work of the charity having either served abroad or at home in one of its activities. New trustees are given relevant information from the various Charity Commission publications, copies of the charity's Memorandum and Articles and International Handbook, and the latest financial statements, and are encouraged to attend relevant public courses as available. All trustees and staff are invited to meet together prior to each quarterly Board meeting.

## Organisation

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

- Link (serving former charity members)
- Finance
- Regional groups in Ireland and Scotland
- Incoming Mission (coordinating team members from Latin America serving in Britain and Ireland)

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.

# REFERENCES AND ADMINISTRATIVE DETAILS

**Charity number:** 1020826  
**Company number:** 2811525  
**Registered office and operational address:** 87 London Street, Reading, Berkshire RG1 4QA

## Leadership Team:

**Andrew Johnson**

Team Leader/Company Secretary  
Resigned August 2019

**Sarah Smith**

Head of Development &  
Communications

**Terry Lockyer**

Head of Programmes  
Apt. September 2018

**Esther Stansfield**

Head of Mobilisation  
Apt. September 2018

## 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:

**Roger Pearce (Chair)**

**Andrew Binmore**

**James Butler**

**Keith Farman (Treasurer)**

**Margaret Morgan**

**David Simpson**

**Rachel Stone**

**Jo Jowett**

**Richard Stainton**

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

**Solicitors:** Hewetts, 55-57 London Street, Reading, Berkshire RG1 4PS

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



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**Registered office:** 87 London  
Street, Reading RG1 4QA

**Latin Link is a registered charity  
in England no: 1020826**

