

LATTITUDE

GLOBAL VOLUNTEERING



ANNUAL REVIEW

FINANCIAL YEAR 2011 / 2012

Our vision

Our vision is of a world where all young people contribute to a more dynamic, caring and tolerant society as responsible global citizens.

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Chairman & Chief Executive introduction



Alan Jenkins
Chairman

I am inspired by the work that Lattitude Global Volunteering does and the time and effort expended by all staff, both paid and voluntary, to ensure that our volunteers' experiences are overwhelmingly positive and bring enormous benefits to the communities in which they work and to the volunteers themselves.

The passion, energy and commitment that the volunteers bring to their work, notwithstanding their youth, is impressive, as is the way that so many of them continue to work to support their placements and integrate their volunteering experiences into the rest of their lives. I am honoured to be part of such an excellent organisation.



Paul Rompani
CEO

This review reports and illustrates the significant positive impact that our work has had on individuals and communities in a variety of countries during 2011/12.

The modern world presents many opportunities and challenges to young people and their transition to adulthood can be a difficult and complicated experience. There is no sharp distinction between childhood and adulthood: it is a complex mixture of autonomy in specific areas from the early teenage years to continuing dependency on parents often stretching into the twenties and beyond.

I have seen firsthand the impact that overseas volunteering has on this transition - the development of young people's confidence, awareness, independence and skills and their aspirations and interest in education, training and employment.

The practical help and support our young volunteers provided to a wide variety of individuals, groups and organisations around the world during the year has made a lasting impression and helped us to achieve our ambitions to make a positive difference to the lives of others, promote cross-cultural collaboration and develop truly global citizens.

We look forward to building on the considerable advances made in 2011/12, our 40th Anniversary year, to better position the organisation to achieve its mission in 2012/13 and beyond.



“Whenever I see this photo I am reminded of how lucky I am to have been given such a wonderful opportunity, how wonderful the students at Nguyen Khuyen School were and how strong our ‘volunteer family’ was.”

Rebecca volunteered in Vietnam

About us

Our mission

Our mission is to educate and develop young people worldwide by providing inclusive opportunities for them to make a positive difference to the lives of others through a distinctive, challenging, structured and supported international volunteering experience in a culture and community different from their own.

Our beliefs and values

- We believe in the adaptability and creativity of young people and their power to drive positive cultural change
- We value the practical support and contribution young people can make
- We believe cross-cultural international exchange, integration and collaboration fosters understanding between different nations and cultures
- We value lifelong learning through practical action, experience and reflection

Charitable object

The formal object of Lattitude Global Volunteering, as set out in its governing document, is the advancement of the education of people of all ages from the UK and other countries, particularly of young people: on leaving school before entering into higher education or full-time employment; or following their higher education before entering into full-time employment, by organising, administering and supplying information about voluntary service work and other activities, both in the UK and overseas, aimed at promoting, improving and advancing their further education.

Strategic Plan

In 2010 the Board of Trustees approved a new four year strategic plan, for the period 2010 to 2013. The strategic objective of which is to become a leading mission-led charity in the international youth volunteering field that provides a quality experience for volunteers worldwide that has a positive impact on the communities in which they serve.

This strategic objective is to be achieved over the four years of the plan by focusing on the following eight key strategies:

- Broaden the recruitment base
- Develop hosting capacity of in-demand programmes
- Revitalise fundraising
- Develop a coherent programmes strategy
- Develop baselines of minimum standards of service and support
- Develop partnerships and multipliers
- Achieve financial sustainability and build cash reserves
- Position Lattitude Global Volunteering as a leading mission-led charity in the international youth volunteering market

What we do and how we do it

We organise medium to long term international voluntary service placements, from 3 to 12 months, for young people aged 17 to 25.

We provide unrivalled levels of structured service and support to our volunteers and hosts by: interviewing all applicants in their home country; briefing them (and their parents) before they depart; providing residential orientation on arrival; 24/7 emergency support during their placement and debriefing on return home.

We have well established long-lasting partnerships with a wide variety of charitable organisations around the world, including schools, orphanages, care homes, hospitals and research centres. These provide opportunities for young people to volunteer in the fields of education, health, community, conservation and the environment.

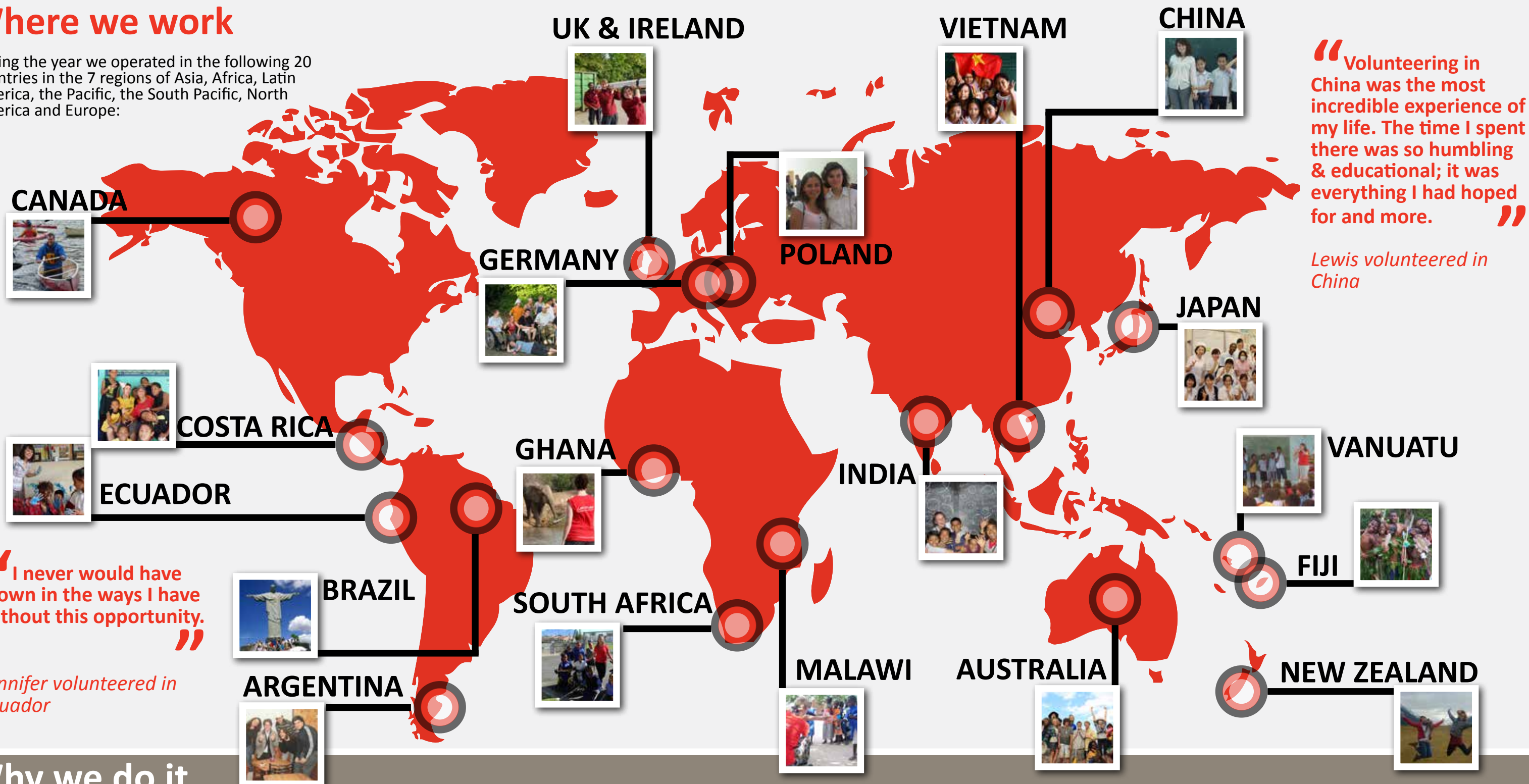
Through our bursary and scholarship schemes we provide funding and support to young people in financial hardship who would not otherwise be able to afford an international volunteering experience but who we believe have the potential to transform their lives and the lives of others. These schemes reduce the financial barrier to participation and enable less privileged or disadvantaged young people to benefit from volunteering overseas.

“The work done here in Ghana by LGV has had a tremendous effect on the local communities as well as the volunteers themselves. I can say without a doubt that LGV has made an immense impact on Ghana that I have seen myself and I know that the communities where volunteers work are incredibly grateful.”

Henry Cartey, Country Manager, Ghana

Where we work

During the year we operated in the following 20 countries in the 7 regions of Asia, Africa, Latin America, the Pacific, the South Pacific, North America and Europe:



“Volunteering in China was the most incredible experience of my life. The time I spent there was so humbling & educational; it was everything I had hoped for and more.”

Lewis volunteered in China

“I never would have grown in the ways I have without this opportunity.”

Jennifer volunteered in Ecuador

Why we do it

The ingredients of a healthy transition from childhood to adolescence to adulthood have been widely debated by a variety of academics in a number of disciplines including anthropology, pedagogy, sociology and psychology. A key task of adolescence and early adulthood is to graduate from the protected life of childhood, to a position of autonomy and independence.

Empirical research into overseas volunteering experiences has highlighted this as a ‘rites of passage’, providing young people with a change from their usual social environment and giving them a chance to explore new ways of being and

acting. Activities that take place outside normal social contexts can enable young people to escape local peer influences and redefine themselves more positively (Margo et al 2006).

The international volunteer experience has the potential to enhance a whole range of life skills, including greater independence and the ability to take decisions, the development of interpersonal skills, problem solving, self-discipline, leadership skills, communication skills, working within a team and managing money (Jones 2004).

The UK report of the Russell Commission (2005) suggested that opening up international volunteering opportunities could provide a route for enhancing skills, employability and career prospects. Evidence shows that volunteering increases young people’s aspirations and interest in education and learning.

A 2007 study concluded that volunteering between school and university has a positive impact on academic outcomes (on average, 2.3% higher), especially for low achieving males (3.7% higher) and experience shows that the skills acquired by volunteers while on their placement set them

apart from other candidates when applying for a university place or a job.

Young people have a valuable contribution to make as active citizens, and those who participate in social action and volunteering at a young age are more likely to do so in the future. Active participation in civic life is associated with a greater sense of connectedness and wellbeing, and contributes to reduced isolation and social exclusion. An international volunteering experience is a motivator, improving life skills and knowledge, employability and social values.

Membership, partnership & collaboration

During the year we engaged with a number of private and public non-profit organisations in different countries in a variety of capacities, many of which are listed below:

- Asia-Europe Foundation, Singapore
 - Australia Vietnam Veterans Resource Group, New South Wales, Australia
 - Bill & Melinda Gates Foundation, India
 - British Columbia Council for International Cooperation, Canada
 - BOND (British Overseas NGOs for Development) , UK
 - Camphill, Ireland & South Africa
 - Capilano University, Canada
 - Care International, UK
 - Children of the Andes, Ecuador
 - Coaching for Hope, South Africa
 - Coordinating Committee on International Voluntary Service, France
 - Criminal Records Bureau, UK
 - Department of Immigration & Citizenship, Australia
 - Ebaahi Foundation Day Shelter Home, Ghana
 - El Centro de la Niña Trabajadora (CENIT), Ecuador
 - Foreign & Commonwealth Office, UK
 - Foundation for Young Australians, Australia
 - Fundraising Institute of New Zealand, NZ
 - Ghana Education Service, Ghana
 - Institute for Voluntary Action Research, UK
 - Institute for Volunteering Research, UK
 - International Association for Volunteer Effort, USA
 - International Confederation of NGOs, India
- Juvenile Football Association, Ghana
 - Life Without Barriers, Australia
 - Las Pumas Animal Rescue Centre, Costa Rica
 - London Youth Rowing, UK
 - Massey University Wellington Students Association, NZ
 - Ministry of Education, Fiji
 - Minstry of Education & Training, Vietnam
 - Ministry of Education, Science and Technology, Malawi
 - NICE, Japan
 - Oaktree Foundation, Australia
 - Ontario School Counsellors Association, Canada
 - People’s Aid Coordinating Committee, Vietnam
 - Red Comunidades Rurales, Argentina
 - Robert’s School of Languages, China
 - Rotary Club, Ecuador
 - Score, South Africa
 - Self Employed Women’s Association, India
 - Smith Family, Australia
 - SOS Children’s Villages, Argentina & Malawi
 - Tag Rugby Trust, UK
 - Tourism Concern, UK
 - UK Borders Agency, UK
 - University of Victoria, Canada
 - Volunteering Ireland, Ireland
 - Year Out Group, UK
 - Young Londoners Participation Network, UK
 - Youth For Unity and Voluntary Action, India

Activities, achievements and performance

Overview

In 2011/12 we delivered presentations in 650 schools and universities in Australia, Canada, Ireland, New Zealand and the UK to promote our volunteering opportunities. The majority of these visits and presentations were carried out by returned volunteers, who are eager to share their experiences and encourage others to volunteer, who we trained and supported to enable them to become confident and inspirational speakers.

We saw record numbers of young people from Canada and New Zealand applying to volunteer and we added Ecuador to the number of countries they can volunteer in. We also saw an increase in the number of volunteers recruited from Argentina, Brazil, Ecuador, Mexico and South Africa and having evaluated the previous year’s pilot, we increased the number of volunteering opportunities for young Ghanaians in the UK.

Over the course of the year 1,186 young people, mainly recruited from Australia, Canada, Germany, New Zealand and the UK, volunteered in 18 countries for periods of between four and twelve months. This is fewer volunteers than in the previous year due to a further decline in Australia and UK numbers. This can mainly be accounted for by the continued growth in the number of organisations offering overseas experiences to young people, many of which are commercial organisations offering very short and flexible projects, and the UK Government’s decision to increase UK university tuition fees.

Whilst the majority of our placements provide opportunities to teach in schools, we continued to provide a wide variety of placement opportunities with conservation organisations, orphanages, care homes, hospitals and community groups in both the developed and developing world. Additional resources were allocated to expanding our types of placements to include more opportunities for young men, who make up only one third of our volunteers, including placements with a focus on sport and physical labour. Our extensive network of hosts and volunteer staff provided an exceptional level of support to the volunteers whilst on placement.

In 2011-12 our largest hosting country was the UK, where 390 young people, from 11 countries (Argentina, Australia, Brazil, Canada, Ecuador, Germany, Ghana, India, Mexico, New Zealand and South Africa) provided vital support to outdoor activity centres, care homes and schools. Our other 17 country programmes hosted more than 1000 young volunteers throughout the year.

Our second largest programme was Australia where we hosted 112 volunteers, mostly from Germany, the UK and Canada, including our first young person from Japan to volunteer as a Japanese Language Assistant.





During the year we continued to operate as a sponsoring agency under UK Border Agency regulations, whereby we can sponsor up to 400 visas for non-EU passport holders under the Tier 5 Temporary Worker/Charity Worker visa regulations.



We registered as a UK Umbrella Body with the Criminal Record Bureau so we can arrange CRB checks for all young people from the UK volunteering overseas and for all volunteers coming into the UK - to be in place before they arrive. This proved to be a popular service for many of our UK hosts and will differentiate us from commercial gap year organisations.



During the year we registered as a Sending and Coordinating Organisation within the European Voluntary Service (EVS), which is managed within the EU Youth in Action Programme.

Quality standards

One of our key projects during the year was the development of quality standards (that embody our vision, mission and values) to support better quality service delivery. These:

- provide a structured basis for assessing the quality of our operations against consistent objectively verifiable criteria
- enable our country programmes to be assessed in relation to one another to enable detailed analysis of consistency and adequacy
- enable an overview of our service delivery across regional programmes
- allow strategies for change to be prioritised, alongside other initiatives and strategies for developments through planning, design or management
- provide a basis for on-going monitoring and review of the practical steps we are taking to achieve our mission

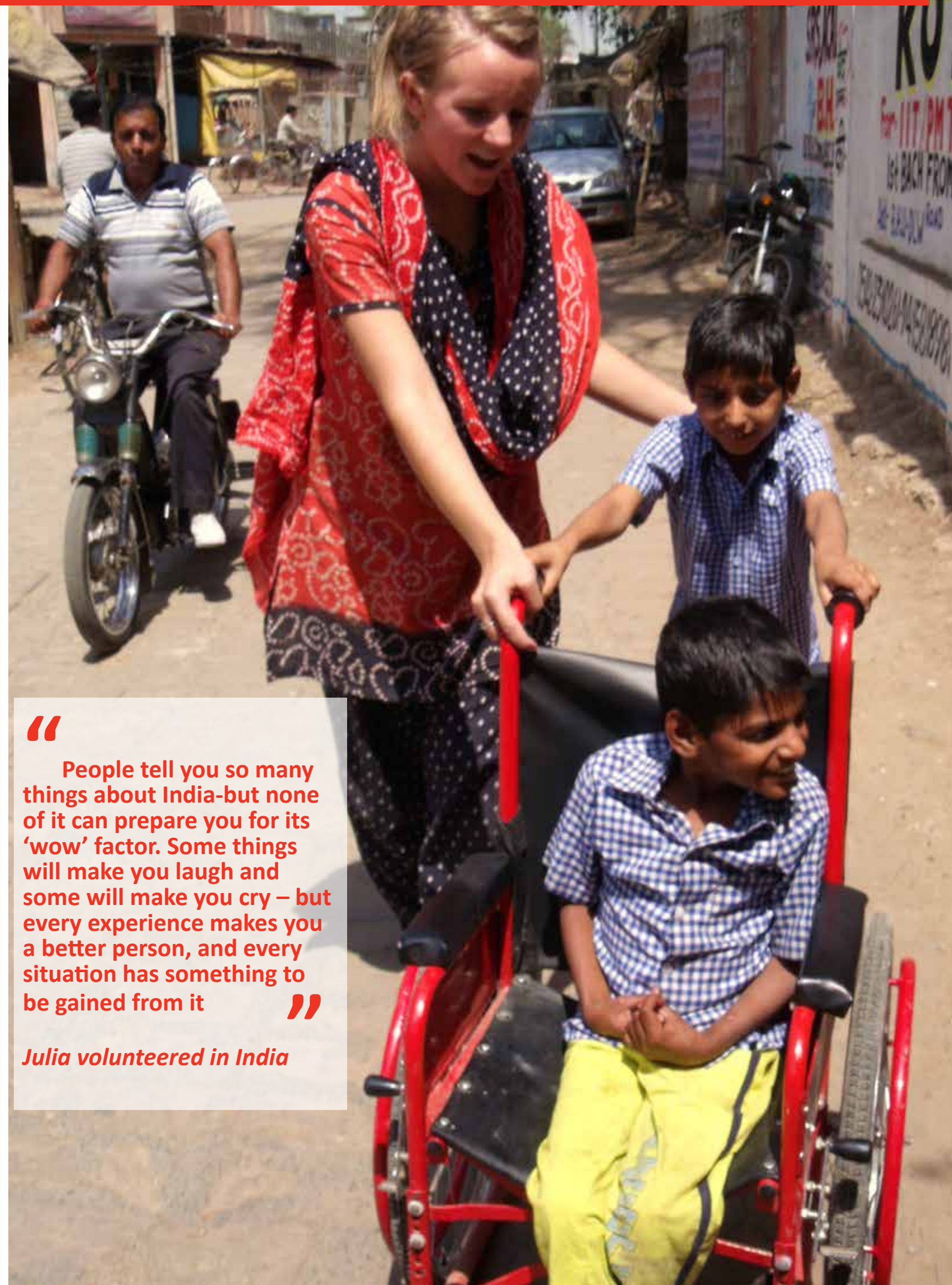
For each principle global indicators that are used to demonstrate that the principle is being achieved. Examples of good practice in undertaking the approach or activity, and sources of evidence that prove the approach or activity is being undertaken, are also included.

These sources of evidence may be of a national, regional or global nature. Minimum operational standards have been included to ensure that, whilst being effective, we are also efficient in the management and administration of our work.

All hosting and sending operations are now assessed against quality standards on an annual basis using a simple framework. Strategies to ensure quality standards are being met will be included in annual country and regional action plans and progress reported on a regular basis.

The quality standards have 8 primary principles relating to the effectiveness of our work in achieving our vision, mission, aims and objectives:

1. We offer volunteering opportunities to young people based on appropriate and achievable aims and objectives that have been informed by and agreed with partners and other local/national organisations with which we have, or are developing, a sustainable long-term relationship
2. Our communications and imagery is standardised, consistent with good practice and provides clear expressions of our charitable status, vision, mission, beliefs and values.
3. We use equitable, consistent and transparent procedures in volunteer recruitment (attracting, screening, selection and matching)
4. We provide volunteers with clear and accurate information regarding country programmes, partners, placements and (if relevant) host families
5. We provide recruited volunteers with appropriate support, training and induction in preparation for their placement
6. We provide volunteers with appropriate on-going support during and guidance after their placement
7. We seek to ensure the protection, safety, security, good health and well-being of volunteers and those for whom they volunteer
8. We undertake on-going monitoring and evaluation of the partner and volunteer experience to ensure that sufficient levels of service and support are provided and that the placements remain relevant to the interest, learning and development of volunteers and appropriate to the needs of partners and the wider community



“ People tell you so many things about India-but none of it can prepare you for its ‘wow’ factor. Some things will make you laugh and some will make you cry – but every experience makes you a better person, and every situation has something to be gained from it ”

Julia volunteered in India

Young People Without Borders

In 2011-12 we established an important new partnership with the Foundation of Young Australians (FYA) to be the primary partner in the delivery of overseas volunteering placements for a new nationwide initiative called Young People Without Borders (YPWB). YPWB provides a structured journey into volunteering and global citizenship for young Australians aged 13 to 20. The FYA is a national, independent, non-profit organisation, dedicated solely to young people, which has supported and engaged over one million young Australians through hundreds of projects and programmes throughout its 30 year history.



Safety & security

One of the initial outcomes of the introduction of the new quality standards and our involvement with the FYA was an external professional independent review of our safety and security arrangements that resulted in the organisation wide adoption and implementation of new policies and procedures, that include individual and country-level risk assessments, country safety and security guides, a standardised preparatory training programme, incident logs, guidance on the conduct of post-incident investigations, and incident management guides.

Operational efficiencies

During the year we continued to work to improve efficiency by further streamlining operations and business processes. To operate effectively and efficiently, it is essential that our staff around the world have immediate access to up to date information about the preparation of volunteers and the allocation to placements.

In 2010, we began designing a simple and cost effective database to store and display all the key data we hold on our volunteers and placements. Rigorous testing of the database began alongside development during 2010/11 and the system went live in the UK in April 2011 with the New Zealand and Canada offices following close behind. During 2011/12 it was introduced to Country Managers in Africa, Latin America and Europe and will be rolled out in Asia and Pacific in 2012/13.

Public benefit

The trustees have complied with their duty in s17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties to which the guidance is relevant.

In shaping their objectives and activities for the year, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging.

We rely on fee income to cover our operating costs. However, the vision that shapes our annual activities is that voluntary service work overseas should be available to all young people, irrespective of background, income or ability. So in setting the level of fees the Trustees give careful consideration to the need for volunteering to be accessible to all, in particular those on low incomes.

Whilst keeping our fees as low as possible we also supplement fee income through grant funding, which is mainly directed to the provision of scholarships and bursaries to provide part or fully funded placements for low income applicants.

This year we awarded 2 scholarships worth £9,300 and provided bursaries, ranging in size from £100 to £2000, totalling £43,650 (£28,164 in 10/11), to 60 young people (55 in 10/11) in financial hardship who had difficulty raising the necessary funds to finance their placement and who would have been unable to afford to volunteer without this financial support.

Fundraising & support

We strive to keep our fees low to enable as many young people as possible to enjoy the benefits of international volunteering.

To continue to deliver the unrivalled standards of service and support, for the modest fees that we charge, we rely on the time and effort of a committed army of volunteer staff and the generosity of individuals, groups and organisations to help us to fund:

Support:

To enable us to provide scholarships and bursaries to open up volunteering opportunities to those young people in difficult financial situations who would make outstanding volunteers.

Awareness:

To support our efforts to raise awareness of the benefits of international voluntary service.

Training:

To support the training and development of returned volunteers



Thank you

Thank you to our 500+ skilled and experienced volunteer members of staff and supporters who help us to develop and maintain our programmes, promote what we do to young people, recruit and interview candidates, match them to suitable placements and support them throughout their volunteering experience. Without their dedication, commitment and support we wouldn't be able to do what we do.

We are also very grateful to the following companies, trusts and foundations for their support in 2011-12 and/or prior years, as indicated (*), that enabled us to provide funding to young people to undertake life changing volunteering experiences during the year:

- 29th May Charitable Trust
- Adrian Evans Memorial Fund
- Alchemy Foundation
- Blair Trust
- Borough of Windsor and Maidenhead
- Cadbury Foundation*
- CfBT Education Trust*
- CHK Charities Limited
- Drapers Charitable Trust
- Dulverton Trust
- Dowager Countess Eleanor Peel Trust*

- Freemasons of Hong Kong Chater Masonic Trust
- Gannochy Trust*
- Great Britain Sasakawa Fund*
- Haberdasher's Company*
- Hedley Foundation
- Hugh Fraser Foundation
- Hull and East Riding Charitable Trust*
- Jack Petchey Foundation*
- John Lyons Charity*
- JP Morgan and V Inspired*
- Kleinwort Benson
- May 1961 Charitable Trust
- Payne – Gallwey Trust
- PF Charitable Trust
- Scholarship Fund Trust
- Sir Andrew Cassel Trust
- Sir James Knott Trust
- The Myles Robinson Memorial Trust
- Walter Guinness Charitable Trust*

Thank you to the former volunteers and their friends and family who supported us throughout the year with monthly and one off donations - often raised through sponsorship in marathons and other events. We would also like to thank the following organisations that provided pro bono advice, guidance, support, and in some cases meeting space, during the year:

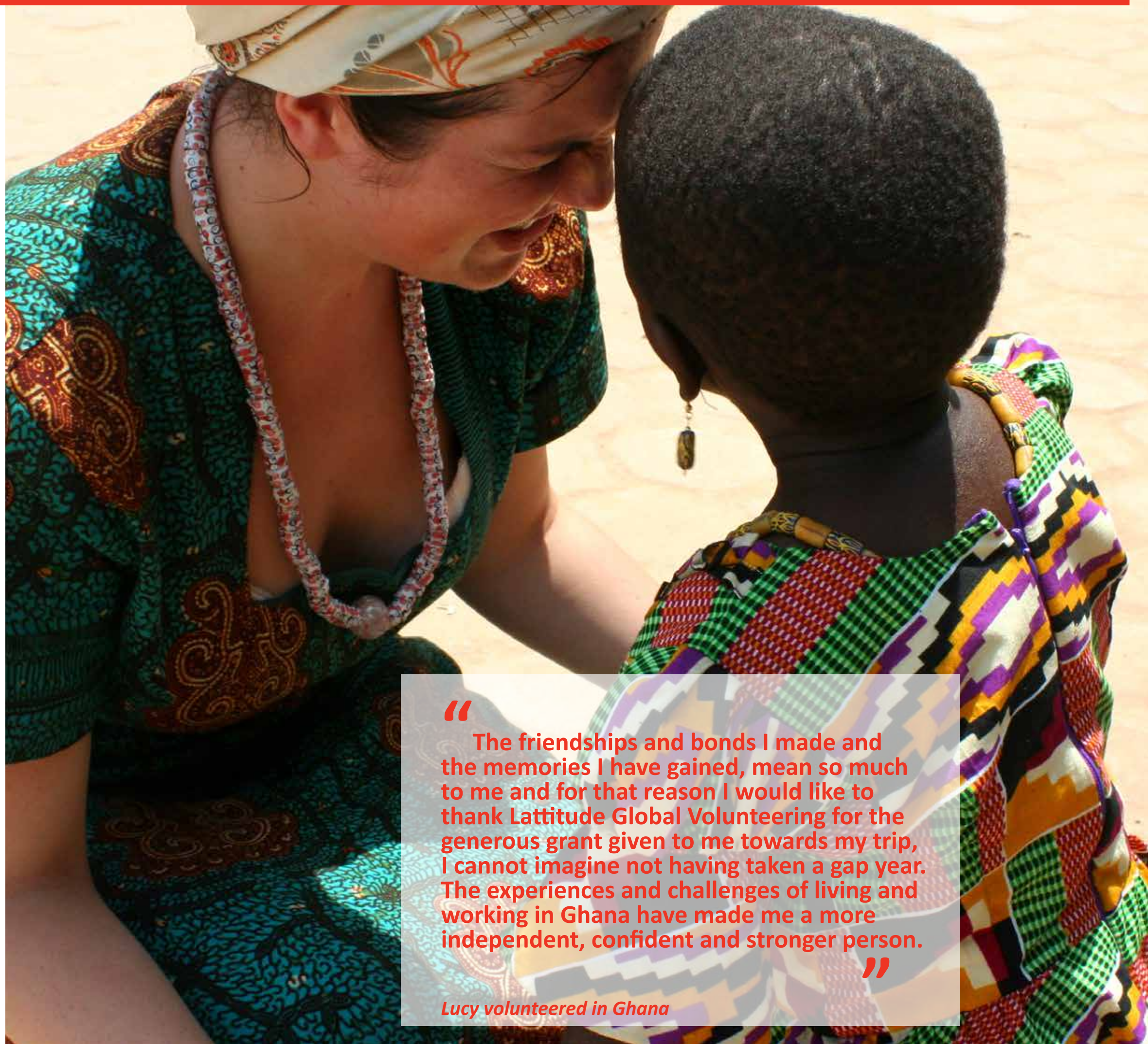
- Barclays Bank
- Eversheds, UK
- Grant Thornton, UK
- Lane4, UK
- Oxfam, UK
- Shepherd and Wedderburn, UK
- Tommy Digital Creative Agency, UK

Future plans

In 2012-13 we will work to achieve our strategic objective - to become a leading mission-led charity in the international youth volunteering market, that provides a quality experience for volunteers worldwide that has a positive impact on the communities in which they serve, by:

- Marketing to and developing partnerships with universities and graduate recruiters to secure more applications from young people in the 19-25 age group
- Recruiting from new countries with high potential
- Establishing a new hosting programme in Europe
- Creating corporate sponsorship partnerships
- Implementing the global Learning & Development Framework by standardising our monitoring and evaluation processes
- Ensuring all minimum standards of service and support are met and piloting the annual audit of operations
- Developing Key Performance Indicators to monitor and evaluate success in achieving our objectives
- Finalising the development of the new regionalised organisational structure
- Continuing to shift greater responsibility for the management of operations to the host countries and develop their capacity to innovate and meet the changing demand of hosts and volunteers
- Introducing staff in the Australia office and Country Managers in Asia and the Pacific to the LGV Database and deliver individual/group training sessions
- Developing and implementing a new pricing strategy

At the end of 2012 we will celebrate our 40th Anniversary by holding an evening reception event at the Foreign & Commonwealth Office attended by current and former Trustees, donors, supporters, past volunteers and paid and volunteer staff from all of our hosting and recruiting countries. During the event we will launch the results of an international survey of the impact that volunteering with GAP / LGV has had on past volunteers.



“ The friendships and bonds I made and the memories I have gained, mean so much to me and for that reason I would like to thank Lattitude Global Volunteering for the generous grant given to me towards my trip, I cannot imagine not having taken a gap year. The experiences and challenges of living and working in Ghana have made me a more independent, confident and stronger person.

”

Lucy volunteered in Ghana

Governance, structure & management

Governance

We are governed by a Board of Trustees, who meet quarterly throughout the year. It is responsible for key matters of strategy and policy, assisted by sub-committees covering finance and audit functions and board nomination, which convene as required. The members of the Board of Trustees are Trustees for the purpose of charity law and are both members and Directors of the Company for the purpose of company law and throughout the review are collectively referred to as the Trustees.

The members of the Board of Trustees are appointed to serve for an initial period of three years, and may be re-appointed on the expiry of such term. A trustee would not normally serve more than three 3-year terms. We are alert to the need to cover a range of skills within the Board of Trustees and as vacancies arise, suitably qualified and experienced Trustees are sought by advertising and other appropriate means.

Newly appointed Trustees are given a full induction into the work of the organisation and the responsibilities of being a trustee. During their induction they are fully briefed on the content of the Articles of Association, the Board and decision-making processes, the strategic and business plans and recent financial performance. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

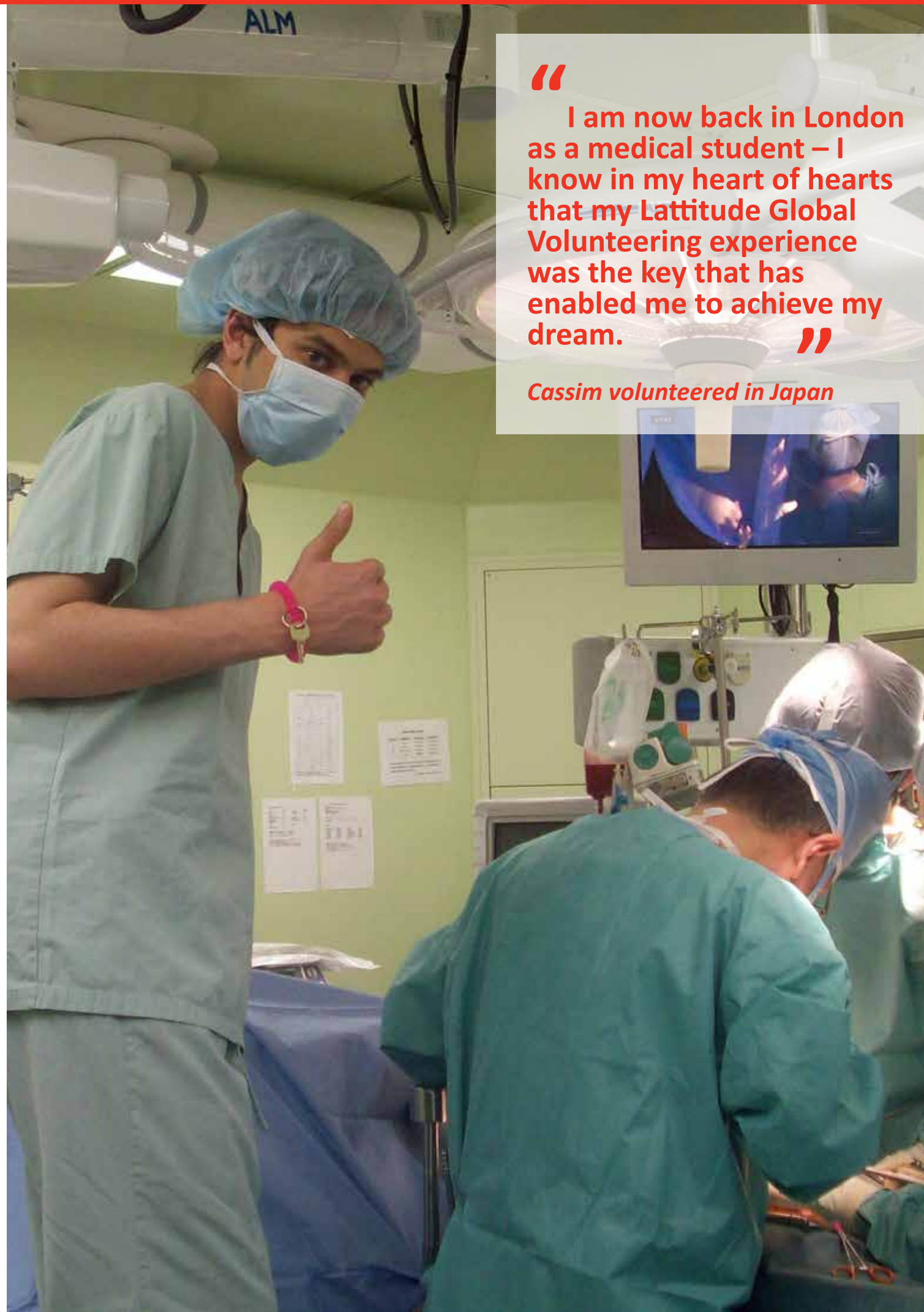
Our Royal Patron is HRH The Princess Royal.

Structure

In 2010/11 we began implementing a new regional organisational structure such that the UK-based global HQ coordinates the work of our four main offices in Australia, Canada, New Zealand and the UK in managing operations in the 7 regions of Africa, Asia, Europe, Latin America, North America, Pacific and South Pacific.

Simultaneously we began implementing a strategy to invest in the development of the capacity of our hosting programmes by recruiting Country Managers in all host countries.

During the year, we registered as a national entity in Australia which to enable us to raise funds for scholarships and bursaries and for donations to be tax deductible.



“ I am now back in London as a medical student – I know in my heart of hearts that my Latitude Global Volunteering experience was the key that has enabled me to achieve my dream. ”

Cassim volunteered in Japan

Management

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the organisation. To facilitate effective operations, the Chief Executive has delegated authority for all operational matters within terms approved by the Trustees.

The UK-based Chief Executive works with a senior management team of Regional Directors and managers based in our offices in Australia, Canada, New Zealand and the UK. At the year end, we had 12 salaried members of staff in the UK, 10 in our office in Australia, 4 in New Zealand, 3 in Canada and 1 in each of our 10 other hosting countries.

Our staffing levels are monitored closely and a careful assessment is made looking at the organisation's current and future needs. In 2011/12 we took steps to standardise job descriptions and role descriptions throughout the organisation to ensure clarity of purpose and management expectations.

In addition to salaried staff, we are fortunate to work with some 560 part time volunteer members of staff in 20 countries. These important individuals work for expenses only as interviewers, local representatives, promotion officers and ambassadors, saving the organisation in the region of £1 million a year.

Their dedication and commitment helps us to keep the costs to young volunteers as low as possible, whilst offering the widest choice of programmes. The backgrounds and interests of volunteer members of staff are very diverse and provide us with a wide range of expertise. Volunteer members of staff continue to be an essential component of the international Latitude Global Volunteering community.

Risk management

The major risks, to which we are exposed, as well as the adequacy of the systems in place to mitigate those risks, are considered as part of our annual review of strategy.

Our risk management strategy is built into the annual business plan and reviewed on a six-monthly basis, aligned to the six-monthly forecasting process. This includes a Risk Register.

Financial review for the year ended 31 March 2012

In 2011/12 we achieved a surplus of £26,934, compared to a deficit of £95,184 in 2010/11.

Income

Incoming resources for the year totalled £2,090,120, an increase of £151,061 (8%) on the previous year (2010/11 £1,939,059).

In addition to fee income the principal funding sources were grants from Trusts and Foundations and other income from corporate sponsorship and individual donations, although the climate for raising external funds remains challenging.

This year we received £65,152 in voluntary donations, £32,099 (33%) less than the previous year (2010/11 £97,251).

Expenditure

Expenditure for the year at £2,063,186 is only 1% (£28,942) higher than last year (2010/11 £2,034,244). This includes an exchange loss of £11,476 (2010/11 loss of £1,404).

There was no trading activity by our wholly owned subsidiary Lattitude Global Volunteering (Enterprises) Limited during the year.

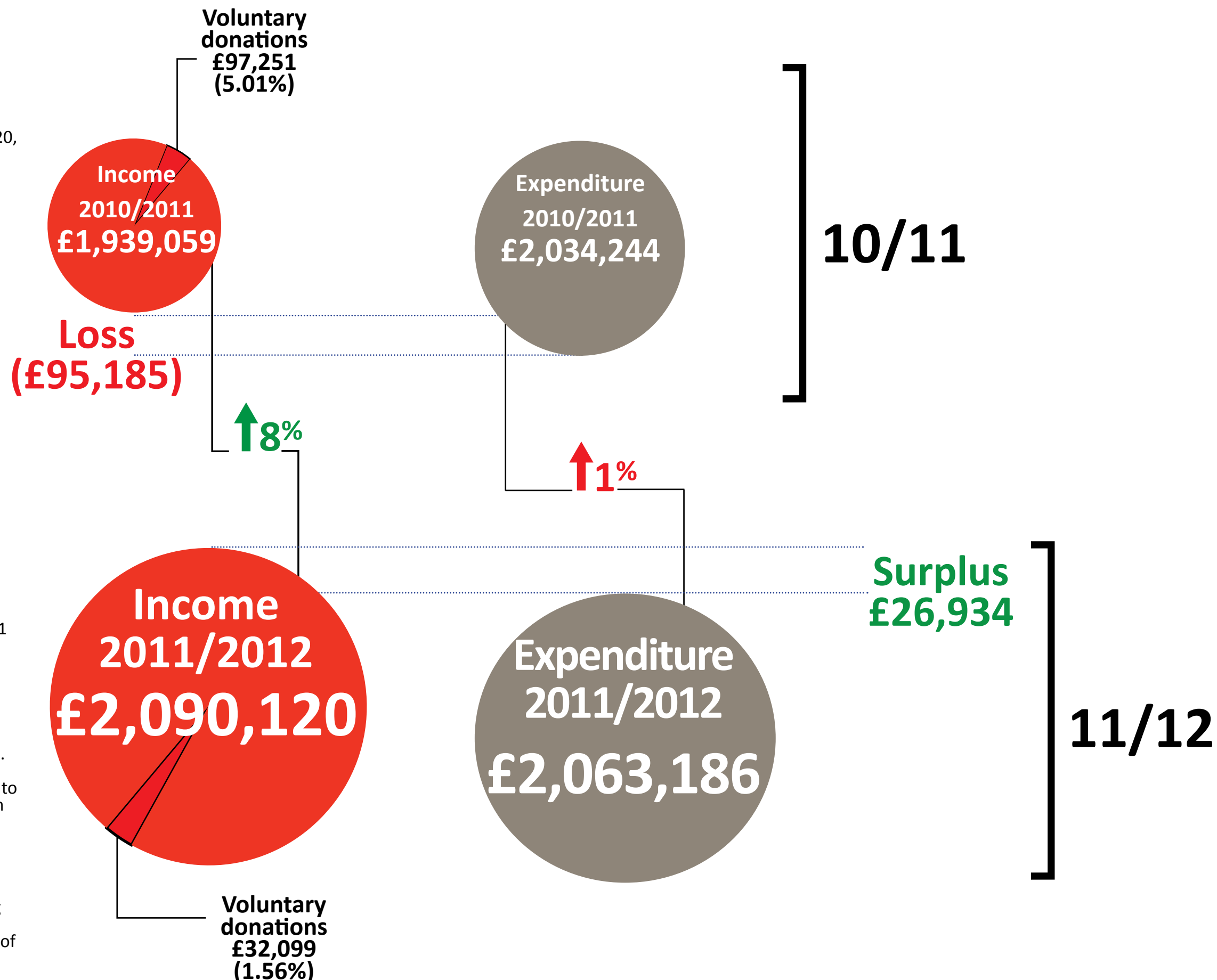
Funds held

Total funds carried forward at 31 March 2012 amounted to £395,777, up £26,934 from 2010/11 (£368,843).

Reserves policy

The Board of Trustees has established a policy whereby the general funds held should be the equivalent of three months operating expenditure. This equates to £515,796 (2010/11 £508,561), which the Board of Trustees considers is sufficient to be able to continue the core activities of the age in the event of a short-term drop in income.

As the general funds balance at the yearend is below the target amount, the Board of Trustees continues to monitor the situation closely and take appropriate action to work towards achieving its reserves objective over the medium term. In 2012/13 a new pricing strategy with the objective of building reserves will be developed.



Reference and administrative details

Royal Patron

HRH The Princess Royal

Patron

The Baroness Scotland of Asthal

Directors

Alan Jenkins	Chairman
Nick Feeny	Treasurer, Chairman of the Finance & Audit Committee
Steven Turnbull	Chairman of the Nominations Committee
Mel Barlow	(Appointed Jun 2012)
Nigel Cribb	(Appointed Sep 2011)
Kaisu Fagan	(Appointed Jun 2012)
Penelope McNeile	(Resigned Sep 2011)
Giles Money-Coutts	
Mike Muller	(Resigned Sep 2011)
Bonne Paton	(Resigned Apr 2012)
Charles Reynolds	
Miriam Turner	
Christian Turner	
Patrick Upson	
Barbara Wijngaard	

Company Secretary

Paul Rompani

Chief Executive Officer

Paul Rompani

Global Leadership Team

Steven Barlow	Africa & Latin America Regional Manager (UK)
Sharyn Hight	South Pacific Director (New Zealand)
Cheryl Hooper	Europe Director (UK)
Stuart Sutton-Jones	North America Director (Canada)
Kevin Waldie	Director of Learning & Development (UK)
Glyn Williams	Asia & Pacific Director (Australia)



“ Looking back, it’s easily one of the most enriching experiences I’ve ever had. ”

Ben Fogle, ex volunteer, Independent, 2011





With thanks to
our volunteers for
their hard work
and commitment



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