

Charity Registration No.1122173

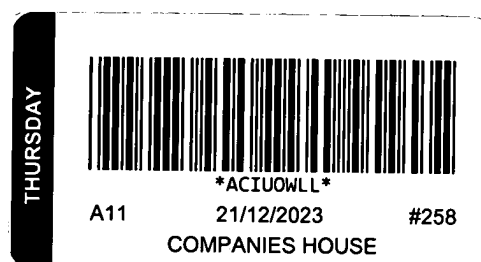
Company Registration No. 04138032 (England and Wales)

**EAST LONDON BUSINESS ALLIANCE**

**(LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**



**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

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|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Trustees                              | C I Watson (Chairman)<br>J Baskerville<br>M Gabriel<br>L Hollins<br>K Ikram<br>R Knight<br>H Morris<br>A Rakowski<br>T Waldron |
| Chief Executive                       | I Parkes                                                                                                                       |
| Secretary                             | M S Alom                                                                                                                       |
| Charity Number                        | 1122173                                                                                                                        |
| Company Number                        | 04138032                                                                                                                       |
| Principal address & Registered office | 3rd Floor<br>City Reach<br>5 Greenwich View Place<br>London<br>E14 9NN                                                         |
| Auditors                              | PKF Littlejohn LLP<br>Statutory Auditors<br>15 Westferry Circus<br>Canary Wharf<br>London<br>E14 4HD                           |
| Bankers                               | HSBC Bank plc<br>59-61 The Mall<br>Stratford<br>London<br>E15 1XL                                                              |

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(LIMITED BY GUARANTEE)  
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CHAIRMAN'S REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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Although the wider financial situation in the period was uncertain, ELBA has continued to recover from the pandemic and has now returned to pre-COVID volumes of activity. There has been a resurgence in interest from business partners in all areas of ELBA's work – from help to maintain the local environment and build climate resilience, to support for young people, through to pushing ahead on creating fair and more equal opportunities for all to progress and prosper.

We were able to bring business and community partners together to face the cost of living crisis, helping with supply of basic household items and piloting energy credits to support families struggling with higher utility bills. We continue to help people get into better paid jobs and to progress in their careers – which is the long term solution to helping households move away from poverty.

The level of volunteering has bounced back to pre-COVID levels with over 12,000 people from business giving back to the community through ELBA – an amazing effort. We have continued to improve how we report the impact of our activities, and for the first time published an annual Impact Digest. During the coming year we will be taking this further and exploring how we can quantify social value in a way which will help our partners with their reporting requirements.

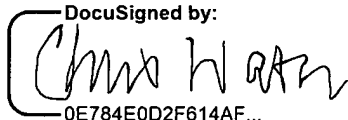
ELBA's financial position remains strong. As planned, we generated a small surplus from our unrestricted funds, cash balances were strong throughout the year and we are steadily adding to our unrestricted reserves in line with the Board's adopted policy.

Our trading company, London Works, has become a secure and mature business specialising in working with employers to improve their diversity and inclusion policies and outcomes. The Eagles flagship graduate recruitment programme goes from strength to strength, with five programmes now operating each year.

We continue to have a very stable Board with no departures or new joiners in the last year. I thank all members of the Board for their support and engagement.

Finally I would like to thank the ELBA staff team for all their efforts during the last year. It has not been easy but they have brought us through with great commitment and good spirit. We look forward to another challenging but exciting year ahead.

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**C I Watson**  
Chairman and Trustee  
21 September 2023

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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The Trustees present their report and audited consolidated financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's Memorandum and Articles of Association, applicable law and the requirements of the Statement of Recommended Practice, "Accounting and Reporting by Charities" ("FRS102 SORP"), issued by The Charity Commission, effective from January 2019.

**Reference and Administrative Details of the Charity**

Full legal and administrative details can be found on the page preceding the contents page, including the list of Trustees (who are also directors for the purposes of UK company law) who served during the year.

Stability and continuity in the governance of the Charity have been maintained in the period, with no departures.

**Governance**

The ELBA Charity is a UK company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute such total amount as may be required (not exceeding £100) to the company's assets in the event of a winding up. ELBA's business is conducted under the framework of its governing Memorandum and Articles of Association, prepared under English company law.

Trustees are usually selected from our corporate partners and other organisations and businesses in east London and beyond. Generally senior leaders with wide experience and knowledge of Corporate Social Responsibility (CSR), Trustees will usually have had several years' experience of the issues in the community which it is ELBA's mission to address.

Trustees receive further induction and training through providing them with receipted copies of the Memorandum and Articles of Association of ELBA and the last available annual report and accounts, current management accounts, budgets as well as a copy of the Charity Commission's Charitable Purposes and Public Benefits documents together with the Guide to the Role and Responsibilities of Charity Trustees. The Chief Executive provides introductions to other Trustees, ELBA and London Works staff, policies and procedures as required. Trustees are trained in safeguarding young people and adults as it applies to ELBA's operations.

**Organisational Structure**

Setting the overall strategy and monitoring of the Charity's overall performance is the responsibility of the Board of Trustees, which is led by Chris Watson, a partner at CMS, London.

The Finance Committee ("FINCO"), which is a committee of the main Board meeting quarterly, is charged with monitoring and reviewing the Charity's financial performance and that of its trading subsidiaries, in particular its financial outcomes. Arthur Rakowski chairs FINCO. Membership of FINCO is set at a minimum of five people currently comprising Arthur Rakowski (Chair), two further Board members or co-opted members with a financial background, the company's outsourced internal auditor, the Chief Executive and the Group Finance Director. Bill Carr, the independent London Works Director also attends FINCO meetings. FINCO meets to review operating and management accounts, annual audited financial statements and policies related to financial management, including risk.

The Board delegates day-to-day running of the organisation and the achievement of its strategic aims to the Chief Executive, the senior management team and the team of Heads of Programmes and project managers. The senior management team comprises the Chief Executive, Group Finance Director, Deputy Chief Executive, the Director of Account Management & Communications (pt), the Director of Partnership and Practice (pt) and the Heads of Programmes for each operational area. Pay and remuneration for the Chief Executive is set by the Board. Pay and remuneration for the other members of the team is set by the Chief Executive who directly line manages them. Cost of living increases and any other payments which apply to all staff are approved by FINCO and the Board.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Trading subsidiaries**

ELBA has two training subsidiaries.

London Works Agency Limited (LW) was established in 2013. LW has operated as a key part of ELBA's employment and employability effort, providing temporary and permanent recruits for City and Canary Wharf firms drawn mainly from the academic output of east London's universities. London Works is now a mature and well established business, occupying an established market position. In 2022/23 London Works made a trading profit of £90k.

Any operating profits from London Works may be Gift Aided to ELBA to provide additional funding for any or all in this way of ELBA's community, education or employment projects. £90k of Gift Aid was transferred to ELBA (2021/2022 - £88k).

ELBA Works Limited is a trading company (established in 2015/16) and is used to deliver contracts for service which are outside the core charitable purpose and are therefore subject to different VAT and corporate tax treatment. The profit from this trading company is passed as Gift Aid to ELBA to support charitable activities. In 2022/23 ELBA Works made a trading profit of £62k. £62k of Gift Aid was transferred to ELBA in this way (2021/2022 - £191k).

**Risk Management**

ELBA's risk management strategy comprises:

- an annual review by the Trustees of the register of risks the Charity may face, based on the format recommended by the Charities Commission;
- the establishment of systems and procedures to mitigate those risks identified in the plan; and
- the implementation of procedures designed to minimise any potential impact on the Charity should those risks materialise.

Particular attention has been focused on non-financial risks arising from the safeguarding of children and young people, and on the risks associated with a prolonged period of high inflation and higher interest rates.

The main financial risks to the Charity would be: failure by business supporters and other business partners to make contributions; consequently, the annual cycle of business contributions are submitted for detailed review to all FINCO meetings.

In addition, the Group Finance Director pursues a rigorous automated monthly credit control procedure which has proven successful in minimising bad debt.

FINCO and the Board regularly review the the holding of ELBA's reserves. There is a risk of loss if there were to be a failure of one of the financial institutions which hold surplus funds for ELBA. During the year we took action to mitigate this risk by an active diversification of accounts.

**Objectives and Activities**

East London Business Alliance is a registered charity and for more than 34 years we have been addressing social mobility, regeneration, poverty and inequality in east London and beyond. Our social goals remain as valid as ever.

East London Business Alliance builds the connection between businesses and local communities, bringing the time, skills and resources of the private sector, to help build the capacity of local organisations, help communities, support young people in education and place people into employment in London.

Our mission is to create practical programmes to bring about positive change in London by channelling the wide-reaching resources, people power and influence of the private sector to address key areas of need. ELBA makes community investment by businesses easier, more effective, and more rewarding.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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At the heart of how we deliver our goals is the deployment at scale of employer-supported volunteering, and business-driven recruitment and employment diversity.

Our long-term strategic goals are to:

- Help to make east London a better place to live, with healthy, thriving, and resilient communities.
- Strengthen the community sector and support social enterprise.
- Promote and deliver fair and equal access to work based on merit, not background, help employers change recruitment practices and help individual people secure good jobs.
- Support progression in careers and increase earnings for those from disadvantaged backgrounds.
- Support successful transition for every young person from education to work and/or enterprise.

Key highlights from the year:

- 10,168 volunteers – 12,718 including BIG Alliance
- Drawn from over 80 supporter companies and other business partners
- Over 700 volunteering events, workshops and sessions delivered
- 70 companies supported our annual Toy Appeal, donating 17,007 toys, with a value of over £204k
- Working with over 100 Community Partners
- 161 people into work
- 50 Eagles in our graduate placement programmes
- Maintained our environment and climate response programmes
- Continuing our work to address digital inequality
- Ongoing action to tackle the disadvantages faced by people from ethnic minority communities.

Our work with our corporate partners is across three themes:

### **Community**

The return to face-to-face volunteering following the pandemic has continued and we are now back to pre-COVID levels. However, there has been a shift in the type of volunteering, with people preferring to volunteer in teams rather than individually. They choose face-to-face activity, though we have maintained an element of the on-line work we initiated during the lockdowns. Young people in particular now much prefer to interact face-to-face rather than remotely. We were concerned that the changes in working patterns with far more people working part of the week from home would lead to reduced opportunities for people to volunteer. However, this has not been the case, and people have used volunteering as a way to maintain contacts with colleagues who they may not see as often in the office. We have been able to maintain a full 5-day programme across the week.

We work across east London with local charities, social enterprises and not-profit organisations. Charities are under increasing pressure from high inflation and ongoing reductions in local authority funding. We take a holistic approach and support organisations at leadership and governance level, with management and systems expertise and the beneficiaries of the organisation through our asset-based approach to employer supported volunteering. The types of volunteering include BoardMatch, Leaders in Partnership, Business Skills and volunteering, interactive volunteering, we also help develop places and spaces through team challenge volunteering.

### **Education**

ELBA partners with secondary schools and further and higher education institutions to deliver a range of activities and innovative responses that meet the needs of the education sector and ELBA's key stakeholders, while delivering the objectives of our corporate partners. All support is delivered creatively through employee engagement. This includes working with:

- Secondary school students; and

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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- Students from east London universities that have some of the lowest levels of graduate employment in the UK, via mentoring, mock interviews and careers insight training and networking clubs.

## **Employment**

### *Employability skills*

ELBA engages young jobseekers to raise their aspirations and promote career paths. Activities with corporate volunteers include CV and interview skills workshops, which focus on the soft skills that local jobseekers need to perform well.

ELBA influences social mobility, both through temporary and permanent employment and through development of employability skills. During this last year we maintained and widened our use of the SkillsBuilder framework, which is increasingly seen as the national framework for essential skills.

During the year we continued delivery of our award-winning Parity programme which supports the employment aspirations of young black men. We also delivered an engagement programme for the same group – Move on Up, and two further engagement programmes in Waltham Forest aimed at older black men and young black women.

We completed the Kickstart scheme under the Government's national programme, recruiting, training and supporting 38 young unemployed people. Through generous COVID-19 recovery funding from ING, we will be able to give these young people in-depth digital skills training and also to provide work placements for young people who do not qualify for the Government's scheme.

### *Graduate employment*

London Works, ELBA's specialist recruitment agency, provides specialist recruitment services to help employers improve the diversity of their workforces, and to find good careers for the young people of east London.

## **Impact reporting**

We continue to improve the way in which we report the impact of our activities. ELBA's impact measurement includes:

- Volunteer surveys & feedback
- Participant feedback
- The Annual Community Survey
- SkillsBuilder
- Tangible Outcomes and destinations
- UN SDGs
- Evaluation reports – internal and external

This year for the first time we summarised the impacts across the programmes in a new Annual Impact Digest. The aim is to produce the digest each year.

## **Financial review**

Total main Charity income, including amounts gift aided from ELBA Works and London Works was £2.7m (2021/22 £3m).

Total group income, including London Works and ELBA Works was £3.9m (2021- £3.7m).

As a general rule, around half of the ELBA core operating costs are covered and provided by the annual charitable contributions made by its business supporters. During 2022/23 we saw a net increase of Core business supporters of eight, with three leaving, and eleven joining. Income from business now also comes via one-off sales and contributions, as well as project funding, and we have adapted our approach to reflect the many ways in which businesses wish to engage with the community.

Income from annual charitable donations from businesses was £777k, significantly up on the previous year (£676k). Overall income from business, including sales via ELBA Works and projects was £2.7m, £3m in 2021/22.

The other half of our income has derived mainly from charitable corporate grants and donations as well as from various third-party charitable trusts such as **Islington Giving**, **Trust for London**, **West Ham Foundation** and the **MOPAC/GLA**.



**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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Our business supporters also sustain the many projects implemented by ELBA, mainly through the provision of volunteers. Some, including **HSBC, British Land/Broadgate Estates, Expedia, Linklaters, Macquarie, Nomura, Société Générale, State Street Bank, Barings, BUPA, Lloyd's, Wolverine, FCA, Fladgate, Standard Chartered, AXA XL and UBS** have also made additional contributions to specific projects in the year under review.

At an operating level, the main ELBA charity made a surplus of £53k, compared to £21k last year.

Costs continued to be strictly controlled.

The expenditure on restricted fund projects totalled £1.9m and this was fully funded from the £1m of restricted funds brought forward from last year plus newly incoming restricted funds of £1.7m. Accounting for restricted projects is undertaken mainly on a cash-flow basis, unlike unrestricted or core funding, which is accounted for on a full prepaid and accruals basis.

**Public Benefit**

The Trustees have referred to the guidance contained in the Charity Commission's General Guidance on Public Benefit when reviewing the Charity's aims and objectives and in planning our future activities.

**Safeguarding**

The ELBA Board is trained in appropriate safeguarding approaches as they apply to ELBA. The ELBA Board receives a safeguarding report at each Board meeting.

**Reserves Policy**

The Trustees' goal is for ELBA to hold unrestricted reserves to cover between at least 3 ideally and ideally 6 months' of core operating costs. ELBA maintains a designated Dilapidations Reserve, currently £30,000 and a reorganisation reserve, currently £20,000. We set up a new designated reserve last year, the Maternity/Paternity Sinking Fund, to allow us to forward plan for maternity/paternity pay and have topped up a further £10,000 taking the balance to £20,000.

The Charity's unrestricted reserves at year end amounted to £467k (2021/22 £425k), together with designated reserves for reorganisation, dilapidations and maternity/paternity sinking fund amounting to £70k (2021/22 £60k) making a total of £537k (2020/21 £485k). This equates to 4.5 months of running costs.

The Group unrestricted reserves at year end match that of the charity alone - £537k (2021/22 £485k).

**Plans for the future period**

Our plans for the future will be dominated by the need to continue our response to the cost of living crisis. In addition, we will continue to respond strongly to the need to address inequality and injustice suffered by people from ethnic minority communities in east London and beyond.

We will also be responding to the increasing attention given by our business supporters to carbon reduction and environmental impact. Likewise, local stakeholders are adopting demanding targets for carbon net zero and biodiversity gain. We will be delivering a range of practical programmes to engage our business partners in hyper-local activity in the community.

**Fundraising Regulator statement**

ELBA is not required to register with the Fundraising Regulator as we do not meet the required thresholds. However, we have chosen to make a voluntary registration.

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TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

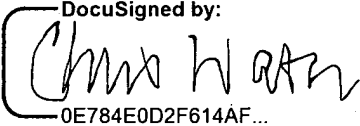
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**Auditors**

The auditor, PKF Littlejohn LLP, will be proposed for re-appointment at the Annual General Meeting in accordance with Section 485 of the Companies Act 2006.

Approved by the Trustees on 21 September 2023 and signed on its behalf by

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**C I Watson**  
Chairman and Trustee

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

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The Trustees (who are directors for the purpose of company law) are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the Financial Statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the surplus or deficit 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;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departure 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 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

**Disclosure of Information to Auditors**

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are individually aware, there is no relevant audit information of which the Charity's auditors are unaware; and each Trustee has taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF EAST LONDON BUSINESS ALLIANCE**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF EAST LONDON BUSINESS ALLIANCE**

**Opinion**

We have audited the financial statements of East London Business Alliance (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cashflows, the Charity Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and the parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, 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 and the Charities Act 2011.

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

**Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF EAST LONDON BUSINESS ALLIANCE**

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

In our opinion, based on the work undertaken in the course of the 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 group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of 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 group and parent charitable company 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 group and parent charitable company financial statements, the trustees are responsible for assessing the group and parent charitable company'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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts and relevant regulations made or having effect thereunder.

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

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF EAST LONDON BUSINESS ALLIANCE**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the group and parent charitable company and the sector in which they operate to identify laws and regulations that could reasonably be expected to have a direct effect on the financial statements. We obtained our understanding in this regard through discussions with management, industry research, application of cumulative audit knowledge and experience of the sector.
- We determined the principal laws and regulations relevant to the group and parent charitable company in this regard to be those arising from Companies Act 2006, Charities Act 2011, Charities (Accounts and Reports) Regulations 2008, tax and employee legislation.
- We designed our audit procedures to ensure the audit team considered whether there were any indications of non-compliance by the group and parent charitable company with those laws and regulations. These procedures included, but were not limited to enquiries of management and review of minutes.
- We also identified the risks of material misstatement of the financial statements due to fraud. We did not consider there to be any other risks, in addition to the non-rebuttable presumption of a risk of fraud arising from management override of controls.
- As in all of our audits, we addressed the risk of fraud arising from management override of controls by performing audit procedures which included, but were not limited to: the testing of journals; reviewing accounting estimates for evidence of bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

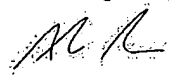
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's 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 the charitable company's as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:



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**Alastair Duke (Senior Statutory Auditor)**  
**For and on behalf of PKF Littlejohn LLP**  
**Statutory Auditor**

15 Westferry Circus  
Canary Wharf  
London E14 4HD

*10 December* 2023

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

Company Number 04138032

|                                    |       | Unrestricted Funds |                  | Restricted       | Total            | Total            |
|------------------------------------|-------|--------------------|------------------|------------------|------------------|------------------|
|                                    | Notes | General funds      | Designated funds | funds            | 2023             | 2022             |
|                                    |       | £                  | £                | £                | £                | £                |
| <b>Income from:</b>                |       |                    |                  |                  |                  |                  |
| Donations                          | 2     | 827,920            | -                | -                | 827,920          | 726,113          |
| Charitable activities              | 3     | -                  | -                | 1,690,022        | 1,690,022        | 1,947,875        |
| Other trading activities           | 4     | 1,372,312          | -                | -                | 1,372,312        | 1,027,805        |
| Investments                        | 5     | 5,037              | -                | -                | 5,037            | 969              |
| Other income                       | 6     | 33,755             | -                | -                | 33,755           | 11,722           |
| <b>Total income</b>                |       | <b>2,239,024</b>   | <b>-</b>         | <b>1,690,022</b> | <b>3,929,046</b> | <b>3,714,484</b> |
| <b>Expenditure on:</b>             |       |                    |                  |                  |                  |                  |
| Raising funds                      |       | 23,016             | -                | -                | 23,016           | 22,714           |
| Raising funds - trading activities |       | 1,180,283          | -                | -                | 1,180,283        | 718,644          |
| Charitable activities              | 7     | 892,662            | -                | 1,883,062        | 2,775,724        | 2,803,268        |
| <b>Total expenditure</b>           |       | <b>2,095,961</b>   | <b>-</b>         | <b>1,883,062</b> | <b>3,979,023</b> | <b>3,544,626</b> |
| <b>Net income</b>                  |       | <b>143,063</b>     | <b>-</b>         | <b>(193,040)</b> | <b>(49,977)</b>  | <b>169,858</b>   |
| Transfers between funds            | 16c   | (100,561)          | 10,000           | 90,561           | -                | -                |
| <b>Net movement in funds</b>       |       | <b>42,502</b>      | <b>10,000</b>    | <b>(102,479)</b> | <b>(49,977)</b>  | <b>169,858</b>   |
| <b>Reconciliation of funds:</b>    |       |                    |                  |                  |                  |                  |
| Total funds brought forward        |       | 424,698            | 60,000           | 1,028,816        | 1,513,514        | 1,343,656        |
| <b>Total funds carried forward</b> |       | <b>467,200</b>     | <b>70,000</b>    | <b>926,337</b>   | <b>1,463,537</b> | <b>1,513,514</b> |

The statement of financial activities also complies with the requirement for an income and expenditure account under the Companies Act 2006 and has been prepared on the basis that all operations are continuing. The company has no gain or losses other than those shown above.

The accounting policies and notes on pages 18 to 27 form part of these financial statements.

**EAST LONDON BUSINESS ALLIANCE****(LIMITED BY GUARANTEE)****CHARITY STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)****AS AT 31 MARCH 2023**

Company Number 04138032

|                                    | Notes | Unrestricted Funds<br>General funds<br>£ | Designated funds<br>£ | Restricted funds<br>£ | Total<br>2023<br>£ | Total<br>2022<br>£ |
|------------------------------------|-------|------------------------------------------|-----------------------|-----------------------|--------------------|--------------------|
| <b>Income from:</b>                |       |                                          |                       |                       |                    |                    |
| Donations                          | 2     | 979,949                                  | -                     | -                     | 979,949            | 1,005,274          |
| Charitable activities              | 3     | -                                        | -                     | 1,690,022             | 1,690,022          | 1,947,875          |
| Investments                        | 5     | 5,037                                    | -                     | -                     | 5,037              | 969                |
| Other income                       | 6     | 73,755                                   | -                     | -                     | 73,755             | 41,722             |
| <b>Total income</b>                |       | <b>1,058,741</b>                         | <b>-</b>              | <b>1,690,022</b>      | <b>2,748,763</b>   | <b>2,995,840</b>   |
| <b>Expenditure on:</b>             |       |                                          |                       |                       |                    |                    |
| Raising funds                      |       | 23,016                                   | -                     | -                     | 23,016             | 22,714             |
| Charitable activities              | 7     | 892,662                                  | -                     | 1,883,062             | 2,775,724          | 2,803,268          |
| <b>Total expenditure</b>           |       | <b>915,678</b>                           | <b>-</b>              | <b>1,883,062</b>      | <b>2,798,740</b>   | <b>2,825,982</b>   |
| <b>Net income</b>                  |       | <b>143,063</b>                           | <b>-</b>              | <b>(193,040)</b>      | <b>(49,977)</b>    | <b>169,858</b>     |
| Transfers between funds            | 16c   | (100,561)                                | 10,000                | 90,561                | -                  | -                  |
| <b>Net movement in funds</b>       |       | <b>42,502</b>                            | <b>10,000</b>         | <b>(102,479)</b>      | <b>(49,977)</b>    | <b>169,858</b>     |
| <b>Reconciliation of funds:</b>    |       |                                          |                       |                       |                    |                    |
| Total funds brought forward        |       | 424,698                                  | 60,000                | 1,028,816             | 1,513,514          | 1,343,656          |
| <b>Total funds carried forward</b> |       | <b>467,200</b>                           | <b>70,000</b>         | <b>926,337</b>        | <b>1,463,537</b>   | <b>1,513,514</b>   |

The statement of financial activities also complies with the requirement for an income and expenditure account under the Companies Act 2006 and has been prepared on the basis that all operations are continuing. The company has no gain or losses other than those shown above.

The accounting policies and notes on pages 18 to 27 form part of these financial statements.

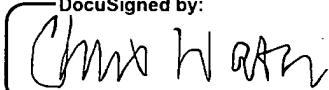


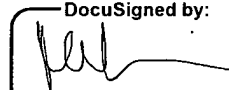
**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2023**

Company Number 04138032

|                                                       |       | 2023             |                  | 2022             |                  |
|-------------------------------------------------------|-------|------------------|------------------|------------------|------------------|
|                                                       | Notes | £                | £                | £                | £                |
| <b>Fixed Assets</b>                                   |       |                  |                  |                  |                  |
| Tangible assets                                       | 12    |                  | 37,393           |                  | 17,912           |
| <b>Current assets</b>                                 |       |                  |                  |                  |                  |
| Debtors                                               | 13    | 746,050          |                  | 938,776          |                  |
| Cash at bank and in hand                              |       | 1,580,483        |                  | 1,365,233        |                  |
|                                                       |       | <u>2,326,533</u> |                  | <u>2,304,009</u> |                  |
| <b>Creditors: amounts falling due within one year</b> |       |                  |                  |                  |                  |
|                                                       | 14a   | (900,389)        |                  | (808,407)        |                  |
| Net current assets                                    |       |                  | 1,426,144        |                  | 1,495,602        |
| <b>Net assets</b>                                     |       |                  | <u>1,463,537</u> |                  | <u>1,513,514</u> |
| <b>Charity Funds</b>                                  |       |                  |                  |                  |                  |
| Restricted funds                                      | 16a   |                  | 926,337          |                  | 1,028,816        |
| Unrestricted funds                                    | 17    |                  | 467,200          |                  | 424,698          |
| Designated Funds                                      | 16b   |                  | 70,000           |                  | 60,000           |
| <b>Total charity funds</b>                            |       |                  | <u>1,463,537</u> |                  | <u>1,513,514</u> |

The financial statements were approved by the Board and authorised for issue on 21 September 2023 and signed on its behalf

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 C I Watson  
 Chairman & Trustee

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 A Rakowski  
 Trustee

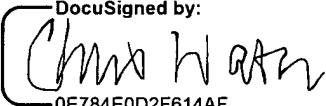
The accounting policies and notes on pages 18 to 27 form part of these financial statements.

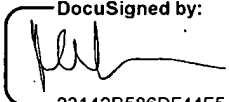
**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
CHARITY BALANCE SHEET  
AS AT 31 MARCH 2023**

Company Number 04138032

|                                                       |       | 2023             |                  | 2022             |                  |
|-------------------------------------------------------|-------|------------------|------------------|------------------|------------------|
|                                                       | Notes | £                | £                | £                | £                |
| <b>Fixed Assets</b>                                   |       |                  |                  |                  |                  |
| Tangible assets                                       | 12    |                  | 37,393           |                  | 17,912           |
| <b>Current assets</b>                                 |       |                  |                  |                  |                  |
| Debtors                                               | 13    | 706,396          |                  | 857,020          |                  |
| Cash at bank and in hand                              |       | 1,025,198        |                  | 873,605          |                  |
|                                                       |       | <u>1,731,594</u> |                  | <u>1,730,625</u> |                  |
| <b>Creditors: amounts falling due within one year</b> | 14a   | <u>(305,450)</u> |                  | <u>(235,023)</u> |                  |
| Net current assets                                    |       |                  | 1,426,144        |                  | 1,495,602        |
| <b>Net assets</b>                                     |       |                  | <u>1,463,537</u> |                  | <u>1,513,514</u> |
| <b>Charity Funds</b>                                  |       |                  |                  |                  |                  |
| Restricted funds                                      | 16a   |                  | 926,337          |                  | 1,028,816        |
| Unrestricted funds                                    | 17    |                  | 467,200          |                  | 424,698          |
| Designated Funds                                      | 16b   |                  | 70,000           |                  | 60,000           |
| <b>Total charity funds</b>                            |       |                  | <u>1,463,537</u> |                  | <u>1,513,514</u> |

The financial statements were approved by the Board and authorised for issue on 21 September 2023 and signed on its behalf

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 C I Watson  
 Chairman & Trustee

DocuSigned by:  
  
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 A Rakowski  
 Trustee

The accounting policies and notes on pages 18 to 27 form part of these financial statements.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
CONSOLIDATED STATEMENT OF CASH FLOWS  
AS AT 31 MARCH 2023**

Company Number 04138032

|                                                                   |           | <b>2023</b>      | <b>2022</b>      |
|-------------------------------------------------------------------|-----------|------------------|------------------|
|                                                                   |           | <b>£</b>         | <b>£</b>         |
| <b>Cash flow from operating activities</b>                        | <b>18</b> | <b>245,775</b>   | <b>(91,540)</b>  |
| <b>Net cash flow (used in) / provided by operating activities</b> |           | <b>245,775</b>   | <b>(91,540)</b>  |
| <b>Cash flow from investing activities</b>                        |           |                  |                  |
| Payments to acquire tangible fixed assets                         | 12        | (35,562)         | (2,246)          |
| Interest received from investment                                 |           | 5,037            | 969              |
| <b>Net cash flow provided by investing activities</b>             |           | <b>(30,525)</b>  | <b>(1,277)</b>   |
| <b>Change in cash and cash equivalents in the year</b>            |           | <b>215,250</b>   | <b>(92,817)</b>  |
| <b>Cash and cash equivalents at 1 April</b>                       |           | <b>1,365,233</b> | <b>1,458,050</b> |
| <b>Cash and cash equivalents at 31 March</b>                      |           | <b>1,580,483</b> | <b>1,365,233</b> |

The accounting policies and notes on pages 18 to 27 form part of these financial statements.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
CHARITY STATEMENT OF CASH FLOWS  
AS AT 31 MARCH 2023**

Company Number 04138032

|                                                        |           | <b>2023</b>      | <b>2022</b>      |
|--------------------------------------------------------|-----------|------------------|------------------|
|                                                        |           | <b>£</b>         | <b>£</b>         |
| <b>Cash flow from operating activities</b>             | <b>18</b> | <b>182,118</b>   | <b>(207,587)</b> |
| <b>Net cash flow used in operating activities</b>      |           | <b>182,118</b>   | <b>(207,587)</b> |
| <b>Cash flow from investing activities</b>             |           |                  |                  |
| Payments to acquire tangible fixed assets              | 12        | (35,562)         | (2,246)          |
| Interest received from investment                      |           | 5,037            | 969              |
| <b>Net cash flow provided by investing activities</b>  |           | <b>(30,525)</b>  | <b>(1,277)</b>   |
| <b>Change in cash and cash equivalents in the year</b> |           | <b>151,593</b>   | <b>(208,864)</b> |
| <b>Cash and cash equivalents at 1 April</b>            |           | <b>873,605</b>   | <b>1,082,469</b> |
| <b>Cash and cash equivalents at 31 March</b>           |           | <b>1,025,198</b> | <b>873,605</b>   |

The accounting policies and notes on pages 18 to 27 form part of these financial statements.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
AS AT 31 MARCH 2023**

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**1 Accounting policies**

**1.1 General information and basis of preparation**

East London Business Alliance is a Charity and a company limited by guarantee with no share capital in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £100 per member of the charity. The address of the registered office is given in the legal and administrative information page of these financial statements. The nature of the charity's operations and principal activities are detailed under objectives and activities on pages 3 and 4 of the Trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The consolidated financial statements consolidate the financial statements of East London Business Alliance and its subsidiary undertakings, London Works Agency Limited and East London Business Alliance Works Limited for the period ending 31 March 2022.

**1.2 Income recognition**

Income from membership contributions and grants is credited to the SOFA at the time the commitment is agreed and an invoice issued by ELBA. Contributions and income received in advance, which is wholly attributable to future periods, is deferred to the Balance sheet and transferred to the SOFA in the period to which it relates.

Trading income is invoiced on an accruals basis.

**1.3 Expenditure recognition**

Expenditure has been included in the Financial Statements on the accruals basis and is stated inclusive of VAT for ELBA. LW and ELBA Works are VAT registered and the expenditure is therefore included net of VAT.

Support costs represent staff and office costs and are apportioned to charitable activities and fundraising activities on the basis of estimated time spent on those activities.

The company benefits from contributed resources including premises and staff time. This is often very difficult to quantify in financial terms and where it is not considered to be material is not reported upon.

**1.4 Tangible fixed assets and depreciation**

Tangible fixed assets over £1,000 are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:-

|                    |                   |
|--------------------|-------------------|
| Computer equipment | 33% Straight line |
| Motor vehicle      | 33% Straight line |

**1.5 Leasing and hire purchase commitments**

Rentals payable under operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged to the SOFA on a straight line basis over the lease term.

**1.6 Pensions**

The charity operates a defined contributions pension scheme which is open to all members of staff and the pension charge represents the amount payable by the charitable company to the fund in respect of the year.

**1.7 Funds**

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**1.8 Going Concern**

The Board have reviewed the budgets and cashflow forecast for the year ended 31 March 2024. Taking into account the financial position at 21 September 2023 and the healthy cash balances at that date they are of the opinion that the company can be considered as a going concern for a period of at least 12 months from the date of signing of these accounts. When coming to this opinion they have taken careful thought of the circumstances of the impact of rising inflation. Direct energy costs are a small proportion of total costs. The main pressure will be on staff recruitment and retention and the Board has authorised a number of measures to improve retention of our key staff.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**1.8 Taxation**

The company is registered as a charity under the Charities Act 2011 and it is not liable to UK tax on its income and chargeable gains, as they fall within the various exemptions available to registered charities.

The company is not registered for VAT and items in the Financial Statements are stated inclusive of VAT, where applicable.

**2 Income from donations**

| <b>Group</b>                                     | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|--------------------------------------------------|-------------------|-------------------|
| Recurring Contributions from Business Supporters | 777,143           | 675,790           |
| Ad Hoc Donations                                 | 50,777            | 50,323            |
|                                                  | <b>827,920</b>    | <b>726,113</b>    |

Income from donations was £827,920 (2022 - £726,113) all of which was attributable to unrestricted funds for both years.

| <b>Charity</b>                                   | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|--------------------------------------------------|-------------------|-------------------|
| Recurring Contributions from Business Supporters | 777,143           | 675,790           |
| Donations                                        | 50,777            | 50,323            |
| Gift Aid receivable                              | 152,029           | 279,161           |
|                                                  | <b>979,949</b>    | <b>1,005,274</b>  |

Income from donations was £979,949 (2022 - £1,005,274) all of which was attributable to unrestricted funds for both years.

**3 Income from charitable activities (Group and Charity)**

|                  | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|------------------|-------------------|-------------------|
| Community Works  | 376,002           | 346,051           |
| Education Works  | 169,060           | 189,322           |
| Employment Works | 503,004           | 560,446           |
| Other            | 641,956           | 852,056           |
|                  | <b>1,690,022</b>  | <b>1,947,875</b>  |

Income from charitable activities was £1,690,022 (2022 - £1,947,875) all of which was attributable to restricted funds for both years.

**4 Income from other trading activities (Group)**

|                                              | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|----------------------------------------------|-------------------|-------------------|
| Bureau agency fees receivable - London Works | 1,297,964         | 823,272           |
| Consultancy fees - ELBA Works                | 74,348            | 204,533           |
|                                              | <b>1,372,312</b>  | <b>1,027,805</b>  |

Income from other trading activities was £1,372,312 (2022 - £1,027,805) all of which was attributable to unrestricted funds for both years.

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**5 Income from investments**

| <b>Group</b>        | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|---------------------|-------------------|-------------------|
| Interest receivable | 5,037             | 969               |

Income from other investments was £5,037 (2022 - £969) all of which was attributable to unrestricted funds for both years.

| <b>Charity</b>      | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|---------------------|-------------------|-------------------|
| Interest receivable | 5,037             | 969               |

Income from other investments was £5,037 (2022 - £969) all of which was attributable to unrestricted funds for both years.

**6 Other income**

| <b>Group</b>                       | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|------------------------------------|-------------------|-------------------|
| Services provided and other income | 33,755            | 11,722            |

Other income was £33,755 (2022 - £11,722) all of which was attributable to unrestricted funds for both years.

| <b>Charity</b>                     | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|------------------------------------|-------------------|-------------------|
| Services provided and other income | 73,755            | 41,722            |

Other income was £73,755 (2022 - £41,722) all of which was attributable to unrestricted funds for both years.

**7 Analysis of expenditure on charitable activities (Group and Charity)**

|                           | <b>Direct<br/>Costs</b> | <b>Support<br/>Costs</b> | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|---------------------------|-------------------------|--------------------------|-------------------|-------------------|
| Community Works Projects  | 320,625                 | 98,989                   | 419,614           | 311,896           |
| Education Works Projects  | 150,255                 | 79,617                   | 229,872           | 223,353           |
| Employment Works Projects | 237,011                 | 222,236                  | 459,247           | 789,218           |
| Other Projects            | 747,653                 | 26,674                   | 774,328           | 740,197           |
| CORE                      | 892,662                 | -                        | 892,662           | 738,604           |
|                           | <b>2,348,206</b>        | <b>427,516</b>           | <b>2,775,723</b>  | <b>2,803,267</b>  |

Expenditure on charitable activities was £2,775,724 (2022 - £2,803,267) of which £892,662 was attributable to unrestricted funds (2022 - £738,604), £nil was attributable to designated funds (2022 - £nil) and £1,883,062 was attributable to restricted funds (2022 - £2,064,664).

**EAST LONDON BUSINESS ALLIANCE  
(LIMITED BY GUARANTEE)  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**8 Allocation of support costs**

|                         | Community<br>Works<br>Projects<br>£ | Education<br>Works<br>Projects<br>£ | Employment<br>Works<br>Projects<br>£ | Other<br>Projects<br>£ | 2023<br>Total<br>£ | 2022<br>£      |
|-------------------------|-------------------------------------|-------------------------------------|--------------------------------------|------------------------|--------------------|----------------|
| Governance (see note 9) | 1,397                               | 903                                 | 2,865                                | 171                    | 5,336              | 4,936          |
| HR & Admin              | 15,824                              | 11,086                              | 25,140                               | 523                    | 52,573             | 52,854         |
| Finance & Management    | 38,626                              | 26,910                              | 60,370                               | 1,165                  | 127,071            | 139,577        |
| Other Staffing          | 15,251                              | 8,522                               | 60,442                               | 23,097                 | 107,312            | 127,308        |
| Office and Other Costs  | 27,891                              | 32,196                              | 73,419                               | 1,718                  | 135,224            | 133,496        |
| <b>Total</b>            | <b>98,989</b>                       | <b>79,617</b>                       | <b>222,236</b>                       | <b>26,674</b>          | <b>427,516</b>     | <b>458,171</b> |

**9 Governance costs**

|             | Core         | Projects     | 2023<br>£     | 2022<br>£     |
|-------------|--------------|--------------|---------------|---------------|
| Accountancy | 1,579        | 1,382        | 2,961         | 2,248         |
| Audit       | 5,622        | 3,954        | 9,576         | 8,100         |
|             | <b>7,201</b> | <b>5,336</b> | <b>12,537</b> | <b>10,348</b> |

**10 Trustees**

None of the Trustees (or any person connected with them) received any remuneration or benefits from the charity during the year (2022 - £Nil).

**11 Employees**

Number of employees

The average number of employees during the year was:

| Group                          | 2023<br>Number         | 2022<br>Number         |
|--------------------------------|------------------------|------------------------|
| Chief Executive                | 1                      | 1                      |
| Administration                 | 3                      | 3                      |
| Project delivery               | 38                     | 36                     |
| East London Business Place     | 4                      | 5                      |
| Eagles                         | 21                     | 17                     |
| London Works (Temporary Staff) | -                      | 1                      |
| London Works (Edge Placements) | 1                      | 3                      |
| London Works (Kickstarters)    | 2                      | 11                     |
|                                | <b>70</b>              | <b>77</b>              |
| <b>Charity</b>                 | <b>2023<br/>Number</b> | <b>2022<br/>Number</b> |
| Chief Executive                | 1                      | 1                      |
| Administration                 | 3                      | 3                      |
| Project delivery               | 38                     | 36                     |
| East London Business Place     | 4                      | 5                      |
|                                | <b>46</b>              | <b>45</b>              |



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| <b>Group</b>          | <b>2023</b>      | <b>2022</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Wages and salaries    | 2,281,034        | 2,143,528        |
| Social security costs | 227,451          | 199,788          |
| Other pension costs   | 74,681           | 69,947           |
|                       | <b>2,583,166</b> | <b>2,413,263</b> |

The total amount of employee benefits received by key management personnel during the year was £294,774 (2022 - £287,273). The pension contribution payable by the company for these employees for the year was £10,954 (2022 - £12,478). The Charity considers its key management personnel to comprise the Chief Executive, Deputy Chief Executive and Group Finance Director.

| <b>Charity</b>        | <b>2023</b>      | <b>2022</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Wages and salaries    | 1,673,018        | 1,593,436        |
| Social security costs | 180,277          | 166,575          |
| Other pension costs   | 62,821           | 62,113           |
|                       | <b>1,916,116</b> | <b>1,822,124</b> |

The total amount of employee benefits received by key management personnel during the year was £294,774 (2022 - £287,273). The pension contribution payable by the company for these employees for the year was £10,954 (2022 - £12,478). The Charity considers its key management personnel to comprise the Chief Executive, Deputy Chief Executive and Group Finance Director.

The number of employees whose annual emoluments were £60,000 or more were (Group and Charity):

|                    | <b>2023</b>   | <b>2022</b>   |
|--------------------|---------------|---------------|
|                    | <b>Number</b> | <b>Number</b> |
| £60,000 to £69,999 | 1             | 1             |
| £70,000 to £79,999 | 1             | 1             |
| £80,000 to £89,999 | 2             | 1             |
| £90,000 to £99,999 | 1             | 1             |

The employees whose emoluments, including annual bonus, exceeded £60,000, had retirement benefits accruing under a defined contribution pension scheme. The contribution payable by the company for these employees for the year was £15,846 (2022 - £16,423).

**12 Tangible Fixed Assets (Group and Charity)**

|                       | <b>Computer<br/>Equipment<br/>£</b> | <b>Total<br/>£</b> |
|-----------------------|-------------------------------------|--------------------|
| <b>Cost</b>           |                                     |                    |
| At 1 April 2022       | 77,427                              | 77,427             |
| Additions             | 35,562                              | 35,562             |
| Disposals             | -                                   | -                  |
| At 31 March 2023      | 112,989                             | 112,989            |
| <b>Depreciation</b>   |                                     |                    |
| At 1 April 2022       | 59,515                              | 59,515             |
| Charge for the year   | 16,081                              | 16,081             |
| On disposals          | -                                   | -                  |
| At 31 March 2023      | 75,596                              | 75,596             |
| <b>Net book value</b> |                                     |                    |
| At 31 March 2023      | 37,393                              | 37,393             |
| At 31 March 2022      | 17,912                              | 17,912             |

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FOR THE YEAR ENDED 31 MARCH 2023**

**13 Debtors**

| <b>Group</b>                       | <b>2023</b>    | <b>2022</b>    |
|------------------------------------|----------------|----------------|
|                                    | £              | £              |
| Grants and donations receivable    | 670,751        | 864,708        |
| Other debtors                      | 23,939         | 18,121         |
| Prepayments and accrued income     | 51,360         | 55,947         |
|                                    | <u>746,050</u> | <u>938,776</u> |
| <b>Charity</b>                     | <b>2023</b>    | <b>2022</b>    |
|                                    | £              | £              |
| Grants and donations receivable    | 417,685        | 509,803        |
| Amounts owed by group undertakings | 219,716        | 279,161        |
| Other debtors                      | 20,667         | 15,000         |
| Prepayments and accrued income     | 48,328         | 53,056         |
|                                    | <u>706,396</u> | <u>857,020</u> |

Included within Other debtors of both Group and Company is an amount of £15,000 which is receivable after more than one year (2022 - £15,000) being the office rent deposit.

**14a Creditors: amounts falling due within one year**

| <b>Group</b>                               | <b>2023</b>    | <b>2022</b>    |
|--------------------------------------------|----------------|----------------|
|                                            | £              | £              |
| Purchase ledger balances                   | 152,268        | 33,657         |
| Other creditors                            | 77,902         | 61,363         |
| Accruals                                   | 75,153         | 93,423         |
| VAT                                        | 75,408         | 82,621         |
| Grants received in advance                 | 519,658        | 517,343        |
| Loan repayable to Greater London Authority | -              | 20,000         |
|                                            | <u>900,389</u> | <u>808,407</u> |
| <b>Charity</b>                             | <b>2023</b>    | <b>2022</b>    |
|                                            | £              | £              |
| Purchase ledger balances                   | 141,786        | 18,888         |
| Amounts owed to group undertaking          | -              | 18,545         |
| Other creditors                            | 73,011         | 59,769         |
| Accruals                                   | 64,653         | 80,821         |
| Grants received in advance                 | 26,000         | 57,000         |
|                                            | <u>305,450</u> | <u>235,023</u> |

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**AS AT 31 MARCH 2023**

**15 Liability of members**

The company has no share capital, being limited by guarantee. Each member of the company undertakes to contribute such amount as may be required (not exceeding £100) to the company's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member. In the event of the company being wound up or dissolved, any surplus property shall be given or transferred to some other charitable institution having similar charitable objects to the company. The property cannot be paid to or distributed among members of the company.

**16a Restricted funds (Group and Charity)**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

|                  | Balance at<br>1 April 2022<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | Transfers     | Balance at<br>31 March 2023<br>£ |
|------------------|---------------------------------|----------------------------|----------------------------|---------------|----------------------------------|
| Community Works  | 136,672                         | 376,002                    | 419,614                    | 9,722         | 102,782                          |
| Education Works  | 166,911                         | 169,060                    | 229,872                    | -             | 106,099                          |
| Employment Works | 248,259                         | 503,004                    | 459,247                    | 79,429        | 371,445                          |
| Other            | 476,973                         | 641,956                    | 774,328                    | 1,410         | 346,011                          |
|                  | <u>1,028,816</u>                | <u>1,690,022</u>           | <u>1,883,062</u>           | <u>90,561</u> | <u>926,337</u>                   |

|                  | Balance at<br>1 April 2021<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | Transfers      | Balance at<br>31 March 2022<br>£ |
|------------------|---------------------------------|----------------------------|----------------------------|----------------|----------------------------------|
| Community Works  | 94,198                          | 346,051                    | 311,896                    | 8,319          | 136,672                          |
| Education Works  | 151,668                         | 189,322                    | 223,353                    | 49,274         | 166,911                          |
| Employment Works | 372,042                         | 560,446                    | 789,218                    | 104,989        | 248,259                          |
| Other            | 261,591                         | 852,056                    | 740,197                    | 103,523        | 476,973                          |
|                  | <u>879,499</u>                  | <u>1,947,875</u>           | <u>2,064,664</u>           | <u>266,105</u> | <u>1,028,815</u>                 |

**16b Unrestricted designated funds (Group and Charity)**

|                                     | Balance at<br>1 April 2022<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | Transfers<br>£ | Balance at<br>31 March 2023<br>£ |
|-------------------------------------|---------------------------------|----------------------------|----------------------------|----------------|----------------------------------|
| Reorganisation Reserve              | 20,000                          | -                          | -                          | -              | 20,000                           |
| Maternity/Paternity Sinking Reserve | 10,000                          | -                          | -                          | 10,000         | 20,000                           |
| Dilapidations Reserve               | 30,000                          | -                          | -                          | -              | 30,000                           |
|                                     | <u>60,000</u>                   | <u>-</u>                   | <u>-</u>                   | <u>10,000</u>  | <u>70,000</u>                    |

|                                     | Balance at<br>1 April 2021<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | Transfers<br>£ | Balance at<br>31 March 2022<br>£ |
|-------------------------------------|---------------------------------|----------------------------|----------------------------|----------------|----------------------------------|
| Reorganisation Reserve              | 11,000                          | -                          | -                          | 9,000          | 20,000                           |
| Maternity/Paternity Sinking Reserve | -                               | -                          | -                          | 10,000         | 10,000                           |
| Dilapidations Reserve               | 30,000                          | -                          | -                          | -              | 30,000                           |
|                                     | <u>41,000</u>                   | <u>-</u>                   | <u>-</u>                   | <u>19,000</u>  | <u>60,000</u>                    |

**EAST LONDON BUSINESS ALLIANCE**  
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**FOR THE YEAR ENDED 31 MARCH 2023**

**16c Transfers**

Transfers between funds comprise transfers from unrestricted funds to the Reorganisation, Maternity/Paternity Sinking Fund and Dilapidations Reserves, transfers to Restricted Funds to cover small shortfalls in certain Project funding and transfers to unrestricted funds (Core) where the charity is entitled to any surpluses arising on those funds as detailed above.

**17 Analysis of net assets between funds**

| Group                                          | Unrestricted funds | Designated funds | Restricted funds | Total 2023       |
|------------------------------------------------|--------------------|------------------|------------------|------------------|
| Tangible fixed assets                          | 37,393             | -                | -                | 37,393           |
| Net Current assets                             | 429,807            | 70,000           | 926,337          | 1,426,144        |
| Creditors falling due after more than one year | -                  | -                | -                | -                |
|                                                | <u>467,200</u>     | <u>70,000</u>    | <u>926,337</u>   | <u>1,463,537</u> |
|                                                | Unrestricted funds | Designated funds | Restricted funds | Total 2022       |
| Tangible fixed assets                          | 17,912             | -                | -                | 17,912           |
| Net Current assets                             | 406,786            | 60,000           | 1,028,816        | 1,495,602        |
| Creditors falling due after more than one year | -                  | -                | -                | -                |
|                                                | <u>424,698</u>     | <u>60,000</u>    | <u>1,028,816</u> | <u>1,513,514</u> |
| Charity                                        | Unrestricted funds | Designated funds | Restricted funds | Total 2023       |
| Tangible fixed assets                          | 37,393             | -                | -                | 37,393           |
| Net Current assets                             | 429,807            | 70,000           | 926,337          | 1,426,144        |
|                                                | <u>467,200</u>     | <u>70,000</u>    | <u>926,337</u>   | <u>1,463,537</u> |
|                                                | Unrestricted funds | Designated funds | Restricted funds | Total 2022       |
| Tangible fixed assets                          | 17,912             | -                | -                | 17,912           |
| Net Current assets                             | 406,786            | 60,000           | 1,028,816        | 1,495,602        |
|                                                | <u>424,698</u>     | <u>60,000</u>    | <u>1,028,816</u> | <u>1,513,514</u> |

**18 Reconciliation of net income / (expenditure) to net cash flow from operating activities**

| Group                                   | 2023<br>£      | 2022<br>£       |
|-----------------------------------------|----------------|-----------------|
| Net income for year                     | (49,977)       | 169,858         |
| Interest from investments               | (5,037)        | (969)           |
| Depreciation of tangible fixed assets   | 16,081         | 25,433          |
| Decrease in debtors                     | 192,726        | (322,646)       |
| Increase / (decrease) in creditors      | 91,982         | 36,784          |
| Net cash flow from operating activities | <u>245,775</u> | <u>(91,540)</u> |

**EAST LONDON BUSINESS ALLIANCE  
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FOR THE YEAR ENDED 31 MARCH 2023**

| Charity                                 | 2023<br>£ | 2022<br>£ |
|-----------------------------------------|-----------|-----------|
| Net income for year                     | (49,977)  | 169,858   |
| Interest from investments               | (5,037)   | (969)     |
| Depreciation of tangible fixed assets   | 16,081    | 25,433    |
| Decrease in debtors                     | 150,624   | (406,083) |
| Increase / (decrease) in creditors      | 70,427    | 4,174     |
| Net cash flow from operating activities | 182,118   | (207,587) |

**19 Contingent liabilities**

There were no contingent liabilities at 31 March 2023 (2022 - None).

**20 Group commitments under operating leases**

At 31 March 2023 the group had commitments under non-cancellable operating leases as follows:

|                                              | Land and buildings |           | Other     |           |
|----------------------------------------------|--------------------|-----------|-----------|-----------|
|                                              | 2023<br>£          | 2022<br>£ | 2023<br>£ | 2022<br>£ |
| Falling due (Expiry date):                   |                    |           |           |           |
| Not later than one year                      | 60,694             | 60,694    | 16,704    | 3,132     |
| Later than one and not later than five years | 65,701             | 121,387   | 20,880    | 0         |
|                                              | 126,395            | 182,081   | 37,584    | 3,132     |

**21 Capital commitments**

There were no capital commitments at 31 March 2023 (2022 - None).

**22 Related parties**

The following trustees of the company are directors or representatives of the companies as shown below that made contributions or donations to the group during the year:

|                                                                               | 2023<br>£ | 2022<br>£ |
|-------------------------------------------------------------------------------|-----------|-----------|
| C I Watson, Partner CMS Cameron McKenna Nabarro Olswang                       | 207,513   | 38,000    |
| A Rakowski, Representative of Macquarie                                       | 223,000   | 222,163   |
| J Baskerville, Representative of KPMG                                         | 18,000    | 18,000    |
| M Gabriel, Representative of East London Foundation Trust                     | 66,284    | 9,950     |
| K Ikram, Representative of Accenture                                          | 18,000    | 18,000    |
| R Knight, Representative of Barings                                           | -         | 30,000    |
| London Works Director:<br>W Carr, Partner CMS Cameron McKenna Nabarro Olswang | 207,513   | 38,000    |

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FOR THE YEAR ENDED 31 MARCH 2023**

**23 Subsidiary undertaking**

These consolidated financial statements include the financial statements of the subsidiary companies London Works Agency Limited and East London Business Alliance Works Limited. London Works Agency Limited (Company No. 08525614) and East London Business Alliance Works Limited (Company No. 08559404) are private companies limited by guarantee and are both registered in England and Wales and wholly owned by ELBA Charity.

LW was set up as a staff recruitment agency to provide pathways to work in the City and Canary Wharf for local graduates and A Level school leavers.

ELBA Works Ltd was set up to deliver activities which fall outside the scope of Core charitable activity.

Its trading results, extracted from its audited financial statements, which are included in the unrestricted funds column in the SOFA, were:

|                                                      | <b>ELBA Works Limited</b> |                  | <b>London Works Agency Limited</b> |                  |
|------------------------------------------------------|---------------------------|------------------|------------------------------------|------------------|
|                                                      | <b>2023</b>               | <b>2022</b>      | <b>2023</b>                        | <b>2022</b>      |
| <b>Turnover</b>                                      | <b>74,348</b>             | 204,533          | <b>1,297,964</b>                   | 823,272          |
| Administrative expenses                              | <u>(12,747)</u>           | <u>(13,238)</u>  | <u>(1,207,535)</u>                 | <u>(735,406)</u> |
| <b>Profit on ordinary activities before taxation</b> | <b>61,601</b>             | 191,295          | <b>90,429</b>                      | 87,866           |
| Tax on profit on ordinary activities                 | -                         | -                | -                                  | -                |
| Interest receivable                                  | -                         | -                | -                                  | -                |
| <b>Profit for the financial year</b>                 | <b>61,601</b>             | 191,295          | <b>90,429</b>                      | 87,866           |
| <b>Gift Aid donation to ELBA</b>                     | <b>(61,601)</b>           | <b>(191,295)</b> | <b>(90,429)</b>                    | <b>(87,866)</b>  |
| <b>Profit for the financial year after Gift Aid</b>  | <b>-</b>                  | -                | <b>-</b>                           | -                |
| Balance brought forward                              | -                         | -                | -                                  | -                |
| <b>Balance carried forward</b>                       | <b>-</b>                  | -                | <b>-</b>                           | -                |

**24 Post Balance Sheet Events**

The Trustees' views of the effects of COVID-19 on the charitable company have been discussed in the trustees annual report on page 5. There are no post year end events that affect the year ended 31 March 2023.