



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2023

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2023

Legal and administrative information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors/Trustees	William Toliver, USA, Chair Mike Johnston, Canada Pesh Framjee, UK Colin Habberton, South Africa Marcelo Iniarra, Argentina Nana Asantewa Afadzinu, Ghana Naila Farouky, Egypt Ingrid Srinath, India The directors are also the trustees of the charity.
Company Secretary / CEO	Willeke van Rijn
Head Office / Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

Our purpose

The Resource Alliance exists to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

Our ambition is to bring together a highly engaged community of fundraisers, campaigners, and activists and connect them with innovative thinking, best practices, and collaborative networks to support them in their mission.

Our impact

In 2022/23, an estimated 5,000 people from more than 120 countries have benefitted from a Resource Alliance programme or event or through activities within the Resource Alliance Global Community.

In addition, with funding from the ELMA Foundation, we supported 112 grassroots organisations across the African continent to build their digital and online presence throughout 2020/21.

Acknowledgements

The Resource Alliance is made up of a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless efforts behind the scenes to make our events happen, the Resource Alliance could not create the impact it does, and we thank them for their generosity in helping us achieve so much.

A special thanks goes out to Salesforce for being our partner throughout 2022, including as headline sponsor of IFC 2022, the first in-person IFC in three years, and for sponsoring the monthly Global Community keynote sessions. In partnership with Salesforce, we continued the Senior Leadership Summits, a series bringing together leaders from across the social impact sector to exchange knowledge and to trigger and instigate the change and transformation needed to achieve impact in the sector and beyond.

The following partners supported us in delivering IFC 2022, Fundraising Online 2022 (FRO), and our regular monthly Global Community content: Salesforce, Blackbaud, Fundraise Up, CFRE, Orix Media, Formunauts, Daryl Upsall International, Mindwize, Threadline, 3 Sided Cube, Latte Creative, Housatonic, Twilio, Stratcom, and Microsoft.

We thank ELMA Foundation for their support in the delivering of workshops and capacity building, with a focus on social media, web development, and digital fundraising, for 112 organisations across Africa. This project was initiated in 2021 and finalised in 2022.

Our gratitude must also go to those who led and participated in our Springboard Campaign, which helped provide important funding for the organisation during the global pandemic: Daryl Upsall (Co-Chair), Tony Myers (Co-Chair), Jennie Thompson, Martin Georgi, Sonya Swiridjuk, Usha Menon, Kay Sprinkle Grace, Anne-Marie Grey, Amanda Seller, and Steve Thomas, as well as to everyone who donated to the campaign. In times of need, is it a comfort to know you can rely on your support network. IFC 2022 would not have been possible without this important effort.

The Resource Alliance 2020-2023 Advisory Panel

The team who curated the content and speakers for the International Fundraising Congress: Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Dana Kohava Segal, =mc (Israel/UK), Richard Turner, SolarAid (UK), Nina Saffuri, Consultant (UK), and Vikas Kataria, WaterAid (India).

Our dedicated IFC volunteers

Our wonderful team of volunteers and session leaders at IFC who make this event a truly wonderful experience for everyone.

Inspirational speakers

There are too many individual names to mention here, but we want to thank all the speakers who were part of IFC 2022, #FRO2022, the Senior Leadership Summits, and our monthly keynote sessions for taking the time and putting in the effort to share their knowledge and expertise with our community.

Foreword

After 36 long months, the International Fundraising Congress (IFC) finally made its return in 2022. IFC 2022 was widely assessed to be one of the most successful events in the 40-year history of the congress. It was also the first year the event was broadcast via a digital platform, with 1,100 people from 78 countries, representing over 500 organisations, coming together (online and in person) to celebrate, collaborate, and find new answers to the new questions in a “new world”.

The theme, *Shaping the Future Together*, reflected a shared commitment across our global community to lead change in a post-COVID world, rather than fall victim to it. Many organisations that saw a decline in fundraising during COVID, found new ways to raise critical funds and mobilise resources to achieve their mission.

The Resource Alliance modelled what it means to lead change by shifting to a digital delivery model during COVID and creating new programmes to continue to deliver on our mission. Our suite of monthly keynotes, webinars, and virtual *Ask the Expert* sessions helped people embrace new solutions and build connections and grew both the size and global reach of our community during COVID.

A virtual capacity-building programme, in partnership with ELMA Foundation, connected 124 leaders from 112 grassroots organisations across the African continent, building their digital and online presence. Our Senior Leadership Summits brought together leaders from around the world to assess the needs of the sector and develop new approaches to achieving impact.

The Resource Alliance's achievements were even more notable, as the organisation was able to make significant progress while enduring COVID-driven downsizing in both financial resources and people. We are grateful to our devoted team members, a community of incredible volunteers, and our sponsors and partners who worked side-by-side with us through incredibly challenging times. We are proud of our incredible Global Community of fundraisers, activists, and resource mobilisation professionals around the world who took the knowledge, skills, and tools shared through our work and turned them into real, positive impact for the people and causes they serve.

The energy and commitment that fuelled our work through COVID led to a true revival by 2022. The Resource Alliance emerged from an existential test with a great deal of optimism and a renewed commitment to accelerate the size and reach of our community and share new solutions, tools, and best practices to create greater impact.

2022/2023 highlights

Fundraising Online: #FRO2022

Fundraising Online, held over two days on 20 & 21 April, continued its tradition of excellence in the world of digital fundraising. In 2022, the event saw an impressive response with 595 registrations from 64 countries.

The event featured a diverse array of 48 sessions, including headline sessions, panel discussions, live Q&A sessions, interactive fringe discussions, and networking sessions. It was driven by 54 speakers representing Europe, Asia, South & North America, and Africa.

The networking and interaction were vibrant, with 1,700 chat messages sent and 171 visitors to the networking area. Furthermore, the average participation was nine hours and 28 minutes, and 194 attendees revisited the event's content in the on-demand area. Compared to the 2021 event, 2022 demonstrated significant improvements in both engagement and attendance. Attendees expressed high satisfaction, giving the event an overall rating of 93.4%.

In-depth research across the Global Community

A report, launched on 18 March 2022 in collaboration with Blackbaud, addressed which organisations were successful during COVID and why. A key outcome of the quantitative and qualitative research showed that stronger leadership involvement and meaningful investment in innovation and new technology was the key differentiating factor.

The Resource Alliance Global Community

In July 2020, we launched the Resource Alliance Global Community with the goal of providing year-round, continuous learning, and engagement on the most powerful ways to resource social change; not just financial, but also human, technical, and intellectual. Between April 2022 and March 2023, we had approximately 2,536 registrations for online sessions delivered through and for our Global Community. This included monthly keynotes, *Ask the Expert* sessions, and discussion groups specifically focused on the pressing issues of Ukraine and Women in Fundraising. Across this period, topics covered included donor strategy, people power, crypto-philanthropy, innovation, leadership, tech trends, diversity & inclusion, and Gen Z. Access to these sessions was free to everyone.

Senior Leadership Summit

Building on the success of the Senior Leadership Summits in 2020 and 2021, the Resource Alliance organised two new editions in partnership with Salesforce during 2022. Both sessions were focused on next-generation leadership by creating solutions to problems that hinder accelerated impact in the social impact sector. One summit was delivered online in June with the other delivered in-person meeting at IFC 2022 in October.

The first session on 21 June was positioned as a *think tank* within which we explored the key issues that are hindering organisations from maximising their impact and creating accelerated solutions.

The in-person meeting at IFC 2022 was positioned as a *do tank* within which the focus was on finding practical solutions to tackle the key issues that were raised at the virtual event in June.

ELMA webinars and capacity-building programme

In 2021, we introduced a new virtual capacity-building programme in partnership with ELMA Foundation. This resulted in two workshops that were delivered to 112 organisations across Africa in 2021/22. The 124 participants joined the Resource Alliance Global Community and got access to our resource library, to a dedicated online hub to stimulate exchange across the participants, and to #FRO2022.

Following a needs assessment with the participants, the July workshops were focused on understanding the digital ecosystem, sharing social media and website development tools, and how to draft a communication plan. The evaluation of the July workshops formed input for the curation of the February workshops, which focused on digital marketing content curation and included an in-depth look at website development. Both webinars were well attended and well received by the ELMA grantees and foundation leads.

"I am grateful that ELMA in partnership with Resource Alliance Global Community gave us an opportunity to improve our knowledge on the effective use of digital communication better.

Nhtabeleng Lephoto, Touch Tiny Lives, Lesotho

IFC 2022: Shaping the Future Together

Three years since the last in-person IFC, people across the world witnessed dramatic changes in their personal and professional lives, with a stronger sense of the importance of human connection and an urgent need for change. The 40th anniversary of IFC prompted reflection on the future, challenging participants to accelerate change, fostering true collaboration, and exploring new avenues for impactful partnerships and innovative new ways to resource their organisations. The event brought together 1,142 individuals from 78 countries, representing over 500 organisations.

The event catered to a wide variety of job roles ensuring a comprehensive experience for all attendees. IFC 2022 resulted in an overall satisfaction rating of 86%, with 57% of participants perceiving the event as an improvement on previous years. Attendees took away valuable insights and experiences, with a substantial number indicating increased effectiveness, awareness of new techniques, networking opportunities, and personal reflection.

Contributing to IFC 2022's success, the programme featured masterclasses, debates, keynotes, workshops, and Innovation Hub sessions. Notably, the event achieved high ratings for various sessions, with attendees particularly appreciating the masterclass on social impact measurement and the debate on *Shaping the Future Together*. The programme left attendees with valuable insights and lightbulb moments, inspiring them to think beyond traditional donor recruitment and recognise the potential for fundraisers to drive meaningful change.

Results through calendar year 2023

Where 2022 was a clear post-COVID year full of uncertainties, 2023 finally made room to create new plans and initiatives. The Resource Alliance and its board started the year with the development of a new strategy.

The strategic imperatives were defined as follows:

Strategic Imperative 1: Create a best idea ecosystem in which the most compelling solutions can be discovered anywhere and shared everywhere.

Strategic Imperative 2: Push the edge of thought leadership so our community has the best hope of having the greatest possible impact.

The operational imperatives were defined as follows:

Operating Imperative 1: Bring together the visionaries, diverse talent, inclusive alliances, critical voices, and progressive partnerships to guarantee we are the best in the world at this work.

Operating Imperative 2: Build a financial support system that ensures funding never restrains our highest ambitions to drive systemic change.

Each of the imperatives has dedicated action plans behind it. While our plan is ambitious, it shows the clear direction and focus of the Resource Alliance towards 2025.

In 2023, new programmes were initiated, based on clear consultation with the Global Community, and developed in financially sustainable ways, while remaining a focus on accessibility for all, e.g. the new Senior Leadership Programme and the AI Fundamentals masterclasses.

Some mid-year highlights for 2023:

#FRO2023 (Fundraising Online 2023)

Held on 19 and 20 April, Fundraising Online 2023, our annual digital fundraising conference, once again delivered an exceptional experience. This dynamic event, focused on sharing the latest in digital fundraising technology and best practices attracted 775 attendees from 70 countries — a substantial increase compared to the previous year.

Attendees embraced the diverse range of sessions, with the most popular ones focusing on crisis fundraising, using email for regular giving, building digital capacity, and exploring artificial intelligence in fundraising. Networking and interaction flourished, as evidenced by the 1,344 messages posted in the event chat and 257 visitors to the networking area. Additionally, 187 attendees explored the on-demand content and sponsor booths.

Feedback from the attendee survey revealed a 90% overall satisfaction rating, with 100% of respondents finding the event's pricing fair. Participants highlighted the value of staying updated on industry trends, global networking opportunities, and knowledge shared by experts and thought leaders. Many attendees left with lightbulb moments, such as the recognition of AI's potential in fundraising.

Looking ahead to 2024, there are several key recommendations to enhance the event's impact and engagement. The suggestions include streamlining the event schedule to prioritise the live aspect, reviving the Fringe programme, optimising sponsor sessions, and acknowledging the influx of registrations in the two weeks leading up to the event.

Fundraising Online 2023 continued to be a beacon of innovation and collaboration, reflecting the dynamic nature of digital fundraising. As we build on this success, we remain dedicated to delivering valuable insights, fostering connections, and exploring new horizons in the world of online fundraising.

Senior Leadership Programme 2023

We delivered a completely new offering for senior leaders in 2023, with a variety of events and offerings throughout the year that were delivered under the banner of a single Senior Leadership Programme. Following feedback from our leadership community on the importance of keeping these discussions open, impartial, and free from any undue influence, we decided not to pursue outside sponsorship to support our senior leadership offering in 2023 and instead adopted a payment model.

Access to the Senior Leadership Programme in 2023 was priced at £649, which provided access to three full-group Senior Leader Summits (May, August, and October 2023) and three smaller-group Senior Leader Labs (July, September, and November 2023). We thoroughly consulted our leadership community on what they would like to see covered in a comprehensive senior leadership programme and used this to help shape the design, content, and speakers throughout the year, resulting in the attendance of 66 leaders from 25 countries, representing a variety of organisations in size, thematic areas, and ways of working.

The first online Senior Leader Summit took place on 16 May 2023 and was delivered by Tosca Bruno-van Vijfeijken of Five Oaks Consulting under the title *Creating a culture that maximises motivation: Talent retainment in an era of hybrid & virtual teams*.

The second online Senior Leader Summit took place on 22 August 2023 and was delivered by Gib Bulloch and Amelia Parisian (plus additional members of their so-called “cast”) from Craigberoch Business Decelerator under the title *Collaborating by Decelerating*.

The third and final Senior Leadership Summit convened in person ahead of IFC on Tuesday 17 October 2023 and was strongly linked to the event theme – UNITE – through the desire of senior leaders for more effective cross-sector collaboration. The session culminated in four breakout groups where attendees discussed two key questions: “What can I do *tomorrow* to start systems change in my organisation?” and “Is there an overarching *moral (impact/outcome/“so what”)* that connects all our causes/stories?”

A new part of the programme was the creation of labs. For the Senior Leader Lab element of the programme, we used the consultation feedback to split into smaller groups that would tackle the most pressing issues, as highlighted by the participants themselves, in a more in-depth way. The topics identified were talent, shift the power, and innovation, tech, & trends (we ended up with two IT&T groups as this was the most popular topic).

AI Fundamentals Masterclass

With the rise of AI and the new potentials and learning it offers the social impact sector, the Resource Alliance introduced AI Fundamentals masterclasses.

Following on from a popular 45-minute session focused on AI at Fundraising Online in April 2023, the Resource Alliance, in collaboration with Kaz McGrath, introduced a two-hour AI Fundamentals masterclass, which was delivered online in different time zones in August and September 2023 and attracted 153 participants from 28 countries.

IFC Pop-Up events in different parts of the world

Regional events were initiated in Singapore and Australia. An IFC Pop-Up event in Singapore attracted 75 participants and was led by Usha Menon. Besides sharing best practices and innovative solutions, there was also time for debate and community-forming among resource mobilisers in Singapore.

In Australia, open discussions were initiated between resource mobilisers, debating leadership topics aligned with the Senior Leadership Programme. All input was incorporated into the Big Debate session at IFC 2023.

IFC 2023: UNITE

At IFC 2023, we united for disruption, change, and, most importantly, impact. Held from 17-20 October this year's conference marked inspiring growth, with 742 in-person attendees and 424 online participants, bringing together 1,166 individuals from 75 countries.

IFC 2023 showcased strong attendee engagement, with 59% first-time participants and 41% returning. The event received an overall satisfaction rating of 87%, and an impressive 83% of attendees felt they were exposed to new and exclusive content. These figures demonstrate a notable increase compared to 2022.

"No-where else could I meet 750 professionals from charities from 75 countries and learn about gaming, Islamic philanthropy and blockchain in one place!"

Trudy Stammer, Cancer Research UK

Our programme was enriched by a diverse range of sessions, including keynotes, open discussions, mini- and full-length masterclasses, and interactive workshops, and featuring speakers from across Europe, Asia, North and South America, and Africa. The masterclass sessions received an outstanding score of 4.51 out of 5, reflecting a 90% approval rating.

Delegates shared important learnings during the conference, such as the importance of fundraising to drive change, recognising the need for organisational discussions with other departments to achieve goals, and the inspirational impact of the closing keynote.

"It was the energy and inspiration I needed to go back to my organisation."

Attiya Hirji, Oxfam International, Kenya

Collaboration with global networks

Extensive work has been done in creating collaboration opportunities with other global networks and with national and regional fundraising and civil society associations. Some examples are mentioned here.

The unique collaboration with WINGS and Catalyst 2030 brings together different stakeholders from global networks: funders and philanthropists came in via WINGS, social innovators via Catalyst 2030, and resource mobilisers via the Resource Alliance. The role of the resource mobiliser is crucial here, providing a link between the community and the people in the programmes, as well as the funder or donor.

Together with WINGS and Catalyst 2030, the Resource Alliance created a commitment to share best practices on shift the power and shifting the funding paradigm initiatives, especially understanding the different roles and behaviours from the different stakeholders involved, creating an ecosystem over a power system. Instead of initiating another debate on the *how to*, the focus here has shifted towards showcasing successful examples, understanding the learnings and the impact it creates, and triggering others to shift, too.

The Resource Alliance has also (re)connected with many national and regional fundraising associations, civil society associations, and other networks across the globe. The focus here is on achieving the joint purpose we all share: strengthening the social impact sector by ensuring it can access the resources necessary to enable just, equitable, inclusive, and sustainable societies.

The spirit of collaborations is clearly there. The focus is on two areas of work:

1. A *best idea ecosystem* in which the most compelling solutions can be discovered anywhere and shared everywhere. Here, we focus on the collection of best practices, innovative solutions, and new thinking from all corners of the world and on disseminating it to as many people as possible, securing accessibility and equity among new thinking and learning. Here, the Resource Alliance explored the idea of the virtual global community in more detail by recruiting a project manager outlining the different steps to create it.
2. Initiate a *collective voice* in action to transform the social impact sector and stimulate impact, on the localisation of aid, shifting the funding paradigm, and other topics.

The idea of IFC Pop-Up events, held in collaboration with a national association or network, has been perceived as an incredible opportunity for 2024. We envision a localised agenda combined with international expertise and content, where resource mobilisers come together to learn, connect, debate, build capacity, and form communities.

Outlook for 2024 onward

In 2024, we are taking big steps towards implementing our strategic imperatives, including:

- Revitalising regional in-person events;
- Improving access and reach via a virtual Global Community supported by a digital platform;
- Diversifying our funding sources; and
- Increasing our collaboration with the kind of progressive partners that will guarantee we collect and disseminate the best content and connect people from all corners of the world.

The theme guiding our work in 2024 is: *WE RISE*.

Building on 2023's collaboration initiatives, the Resource Alliance will see its inaugural India Fundraising Conference held on 23-24 February 2024, hosted in collaboration with its partner ILSS (India Leaders for Social Sector). Conversations are in progress with an African partner for a first IFC Africa, to be held by the end of 2024. Through local and regional partnerships, we will initiate pop-up events in 10+ countries using content from IFC 2023, so that we can reach more people and organisations and accelerate the democratisation of knowledge and expertise. We will continue building on the global partnership with WINGS and Catalyst 2030, especially by sharing best practices on shift the power and shifting the funding paradigm, creating ecosystems over power systems. We will continue exploring new collaboration opportunities, including in new thematic areas of work.

We will continue the Senior Leadership Programme introduced in 2023 and extend it to emerging leaders. We will expand the Fundamentals series to many other topics relevant for resource mobilisers. We will continue with #FRO (Fundraising Online) and IFC. All of this will be done in renewed and updated set-ups, as the world is changing quickly, and the same formats will not last. Here, we will build on the Global Community consultation sessions held by the end of 2023.

We will aim to launch the new and improved Global Community digital platform in 2024, making all our content, learnings, and trainings available for many more people and giving resource mobilisers the opportunity to connect, and collaborate with many others across the world.

We are happy to be in a position where investment in our team, infrastructure, and processes is possible once again to support the growth and development of the organisation toward the realisation of our purpose. Within the organisation, we will expand the team and recruit new skills, expertise, and networks essential to implement the new strategic directions. This will also give time and space to update some internal systems and procedures. We will recruit new board members and advisory members, reflecting the new expertise areas required to support our strategic plan.

Finally, we are connecting people and organisations across our Global Community so we can build, move, and accelerate impact faster.

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Seeing the more promising financial outlook, the Board of Trustees returned to quarterly meetings in 2022. The board considers that good governance is central to achieving the charity's aims; therefore, other ad hoc meetings and telephone conferences involving either the whole board or selected members of the board are also held as required. The board focuses on strategic and governance issues and matters of broad general policy. There are board subcommittees with specific responsibilities. These subcommittees of the board have been set up to ensure day-to-day operational effectiveness and to advise on business and risk management, strategy, and governance. The following subcommittees are operational with the respective board members involved:

- Finance and Audit Committee: Bill Toliver and Pesh Framjee
- Strategy Committee: Bill Toliver and Willeke van Rijn
- Marketing Committee: Colin Habberton and Marcelo Iniarra
- Foundation and Trust Committee: Ingrid Srinath and Nana Afadzinu
- Global Community Digital Platform: Nana Asantewa Afadzinu and Colin Habberton
- Event Sponsorship Committee: Mike Johnston

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective trustee board and a well-governed and effective charity.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served, except in the case of a trustee becoming chair. New trustees are appointed by a majority decision of the board and are typically individuals who already have existing involvement with and knowledge of the charity. Upon appointment, new trustees receive a board induction pack, including information about the charity, its history, strategy, and the board manual, as well as copies of past minutes, accounts, and other key documents. Induction meetings are held around the first board meeting in which the new trustee participates. Individual trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups, and individuals. In addition to the team in London, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India.

As an organisation with a global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector, also.

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. In 2023 the charity recruited a consultant for one day a week to support in foundations and trust fundraising, meaning allocating expenditure towards fundraising, and has therefore registered at the Fundraising Regulator. We have a process in place for dealing with complaints and feedback, with a complaint form and process published on the website. We have had no complaints regarding our fundraising over the year.

Financial review

Income for the year of £1,492,309 shows an increase of £1,029,758 compared with the previous year's total £462,551. Expenditure in the year was £1,219,539 (2022: £688,544). The increase in income and expenditure has resulted in a surplus of £272,770 and a return to positive unrestricted funds of £8,753 (2022: negative funds £264,018).

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisations financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. The organisation ended calendar year 2022/2023 with a series of programs which are all financially stable or profitable and with higher incomes over expenditures.

The trustees have considered future financial projections till December 2024, covering a period of more than one year from the date of this Trustee report, building on the results of actions taken over the period of financial year 2022/23, building on the partnership and collaboration initiatives in that year resulting in 2024 to new initiatives in the region, expanding partnerships, and an introduction of the global community digital platform.

We have taken a cautious approach towards IFC2024 delegate numbers and reduced the target slightly, reflecting the uncertain economic outlook. The partnership targets have increased to £200,000 building on new connections made in 2023, e.g. Microsoft, Dataro, including the return of Salesforce. We expect new initiatives with foundations and trusts will show results in 2024.

On the expenditure side priority is being given on securing staff capacity and having the right expertise and skills needed to execute our strategic direction and priorities. Also, financial support has been allocated towards a technical platform upgrade and skillsets to serve the Global Community. The expenditure is aligned with income results, meaning mitigating risks upfront. If income has not been achieved at the right level, expenditure changes can be decided upon immediately, without having drastic consequences.

While we strongly believe, more is possible based on the successful results of 2023, the financial forecast remains pragmatic, realistic and focused on the key priorities set out for the coming year. There continues to be a focus on stabilising and building the reserves in 2023/24 and following the successful IFC in October 2023 the free unrestricted reserves are currently in excess of £200,000.

Related parties

The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the USA, and the Resource Alliance (India) Trust operating in India. These are independent organisations; the Resource Alliance does not have a controlling interest and their accounts are not consolidated. However, some of the activities described in this report have been carried out in collaboration with these affiliated charities.

Investment and Reserves Policy

The Resource Alliance's Reserves Policy is aimed to ensure the Resource Alliance can continue to operate for 12 months in the event of a loss of income. The range determined in the policy review stated the total estimated level of unrestricted reserves should be between £650,000 and £750,000. These reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Since the advent of the COVID-19 pandemic — precisely the kind of crisis for which our reserves policy was designed — the board has managed the draw-down of reserve funds. The reserves as of 31 March 2023 showed positive unrestricted free reserves of £8,753 (2022: negative £264,018). Free reserves do not include income of £177,288 (2022: £242,257) received in advance for IFC2023 which has been treated as a deferred income liability in these financial statements. Following the successful IFC in October 2023 the free unrestricted reserves are currently in excess of £220,000.

Risk management

The trustees have examined the major strategic, business, and operational risks which the organisation faces. The trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practice in the identification, evaluation, and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the board to monitor and review strategic risks through our Board Assurance Framework, while ensuring the process is being effectively monitored by the senior management team. The staff team has adopted ownership of operational hazards through the Charity Risk Register, enabling us to ensure that risks are managed appropriately and that we have a particular focus on the key threats the Resource Alliance faces.

The key threats to the organisation are:

- The impact of unforeseen pandemics on in-person events and the wider non-profit sector;
- Expansion of terrorism, civil unrest and/or regional conflict;
- Unforeseen implications of declining civic space across the world, putting restraints on the nonprofit sector;
- Climate change regulations or organisational policies that restrict air travel;
- The shrinking of the global economy and the increase in the cost of living in many countries impacting the financial sustainability of the nonprofit sector;
- Continued reliance on events income to deliver financial objectives and continued need to expand funding streams;
- The rise of competition from within the space and the ability of more agile organisations (both for-profit and charities) to offer more competitive pricing;
- The changing landscape of the social impact space and the financial challenges our community currently faces, which in turn could impact investment in events, training, and professional development;

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2024. We have analysed and continue to closely monitor the following:

1. **An economic downturn severely restricts travel/event budgets** — Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically has never fallen below 600 attendees at that price. IFC 2023 had a comfortable 742 attendees and we have reduced the target to a 675 minimum for 2024. As we have already initiated early ticket sales for IFC 2024, we can easily adapt when ticket sales are not on track.
2. **A new pandemic sends (part of) the world back into lockdown** — There are two possibilities in this case. The first being that parts of the delegates cannot travel to the Netherlands for an in-person IFC, in which case we would expect a 25% to 30% decrease in in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among the whole world, in which case an in-person IFC would be impossible, and we would have to default to IFC Online.

3. **Climate change regulations or organisational policies result in decline in international travel** – Resource Alliance has several possibilities incorporated in our 2024 plans. Firstly, the international in-person events the Resource Alliance organises (mainly IFC2024) are all focused on reducing emissions by avoiding plastic use, using recycled materials where possible, and promoting train transport from attendees within EU and from UK. We also offset the remainder emissions produced. Secondly, attendee targets have been reduced for 2024 to mitigate the risk. Finally, new regional events will be initiated in 2024 avoiding long haul international flights for many attendees, while attracting new attendees.
4. **Terrorism, civil unrest and/or expansion of regional conflict** — We are paying close attention to the growing conflict in the Middle East, the continuation of the war in Ukraine, the global trend toward far-right extremism, the increase in racism and xenophobia and the potential for increased civil unrest at a time when critical elections will be held around the world. We have already experienced several challenges, including the inability of board members, speakers and attendees in the Global South to obtain travel visas for the IFC and other events. As evidenced in our growing engagement with the social impact community in Ukraine, we believe the reach of our digital platform, the flexibility of our regional event strategy and the strength of our digital community will mitigate most of the foreseeable impact of conflict and unrest — regardless of where it may arise.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. Based on the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil the strategy. It is entrenched into the governance of the Resource Alliance with the risk discussions taking place at every meeting of the trustees and is a powerful tool in allowing for greater flexibility and responsiveness to situations as they arise.

Trustee responsibilities

The trustees (who are also directors of the Resource Alliance for the purposes of Company Law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

This report was approved by the board on 12 December 2023 and signed on their behalf by:

William H. Toliver
Chair and Board Member



THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Audit Report

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2023 and of the charitable company's net movement in funds, including the 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.

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 Charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual 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' Annual Report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 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

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.

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:

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

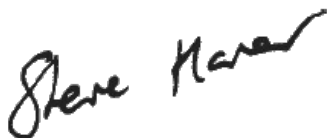
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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. 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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
14 December 2023

10 Queen Street Place
London
EC4R 1AG

THE RESOURCE ALLIANCE LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Financial Activities

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME					
Income from Donations	1	67,667	-	67,667	60,673
Income from charitable activities:	3				
Conferences and Learning		1,383,816	-	1,383,816	161,863
Resource and Education		37,059	-	37,059	200,677
Government Grants		-	-	-	7,273
Professional Standards Advice and Information		2,962	-	2,962	31,869
		1,423,837	-	1,423,837	401,682
Income from investments					
Investment Income	4	806	-	806	196
TOTAL INCOME		1,492,310	-	1,492,310	462,551
EXPENDITURE					
Charitable activities:					
Conferences and Learning		1,126,974	-	1,126,974	530,970
Resources and Education		92,565	-	92,565	135,209
Professional Standards Advice and Information		-	-	-	22,365
TOTAL EXPENDITURE	6	1,219,539	-	1,219,539	688,544
Net Income/(Expenditure) and Net movement in funds	5	272,771	-	272,771	(225,993)
Fund balances brought forward 1 April 2022	11	(264,018)	-	(264,018)	(38,025)
Fund balances carried forward 31 March 2023	11,12	8,753	-	8,753	(264,018)

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED

BALANCE SHEET

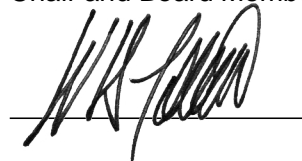
AS AT 31 MARCH 2023

Company Number: 4007393

Balance Sheet	Notes	2023 £	2022 £
Current assets			
Debtors	9	86,834	22,862
Cash at bank and in hand		205,159	109,266
		291,993	132,128
Creditors: amounts falling due within one year	10	283,240	396,146
Net current(liabilities)		8,753	(264,018)
Net assets		8,753	(264,018)
Funds	11,12		
Unrestricted funds – General		8,753	(264,018)
Restricted funds		-	-
Total funds		8,753	(264,018)

These accounts were approved by the Board of Trustees and authorised for issue on 12 December 2023 and signed on their behalf by:

William H. Toliver
Chair and Board Member



THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

Statement of cashflows	£	2023 £	£	2022 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	272,771		(225,993)	
Adjustments for:				
Depreciation and amortisation charges	-		58,177	
Dividends, interest and rents from investments	(806)		(196)	
(Increase) in debtors	(63,972)		(7,835)	
(Decrease)/Increase in creditors	(112,906)		21,629	
Net cash used in operating activities		95,087		(154,218)
Cash flows from investing activities:				
Dividends, interest and rents from investments	806		196	
Net cash provided by (used in) investing activities		806		196
Change in cash and cash equivalents in the year		95,893		(154,022)
Cash and cash equivalents at the beginning of the year		109,266		263,288
Cash and cash equivalents at the end of the year		205,159		109,266

The accompanying notes form an integral part of these financial statements.

Notes to the financial statements

1. ACCOUNTING POLICIES

The most significant accounting policies as well as estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(b) Statutory information

Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(c) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the 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 (The FRS 102 Charities SORP, Second Edition, effective 1 January 2019) and the Charities Act 2011.

(d) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. As reported within the Risk Management section of the Trustees report there are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2024. We have analysed and continue to closely monitor these.

While any of these scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

(e) Fund accounting

General funds are unrestricted funds that 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.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

(f) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

1. ACCOUNTING POLICIES (continued)

Income received in advance of the provision of a specified service or event is deferred until the criteria for income recognition are met e.g., the event has taken place.

(g) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

(h) Tangible fixed assets and depreciation

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

- Fixtures and fittings 4 years
- Computer equipment 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are depreciated once they have been brought into use.

(i) Intangible fixed assets and amortisation

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

(j) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure.

(k) Operating leases

Operating lease rentals are written off as incurred.

(l) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

(m) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1. ACCOUNTING POLICIES (continued)

(n) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

(o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third-party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(r) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2023

1. INCOME FROM DONATIONS

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Donations	67,667	-	67,667	60,673
Total Donations	67,667	-	67,667	60,673

Donations in the prior year were all unrestricted.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Conferences and Learning				
Conferences and Events	1,383,816	-	1,383,816	170,945
Total Conferences and Learning	1,383,816		1,383,816	170,945
Resources and Education				
Digital Platform	-	-	-	5,918
Membership	37,059	-	37,059	185,677
Total Resources and Education	37,059	-	37,059	191,595
Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	-	-	(10,620)
Other	2,962	-	2,962	42,489
Total Professional Standards Advice and Learning	2,962	-	2,962	31,869
Other				
Government Grants - Furlough	-	-	-	7,273
Total Other	-	-	-	7,273
Total Income from charitable activities	1,423,837	-	1,423,837	401,682

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2022 £
Conferences and Learning			
Conferences and Events	170,945	-	170,945
Total Conferences and Learning	170,945	-	170,945
Resources and Education			
Digital Platform	5,918	-	5,918
Membership	185,677	-	185,677
Total Resources and Education	191,595	-	191,595
Professional Standards Advice and Learning			
Oak Foundation Emerge Campaign	-	(10,620)	(10,620)
Other	42,489	-	42,489
Total Professional Standards Advice and Learning	42,489	(10,620)	31,869
Other			
Government Grants - Furlough	7,273	-	7,273
Total Other	7,273	-	7,273
Total Income from charitable activities	412,302	(10,620)	401,682

4. INVESTMENT INCOME

	2023	2022
	£	£
Bank Interest Receivable	806	196

5. NET INCOME/(EXPENDITURE)

is stated after charging:

	2023	2022
	£	£
Depreciation	-	1,343
Amortisation	-	56,835
Auditor's remuneration	14,000	10,900

6. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2023 Total £	2022 Total £
Direct Costs					
Staff Costs (incl. overseas self-employed staff)	131,184	27,992	-	159,176	194,831
Other Staff Costs	19,167	4,090	-	23,257	10,869
Event food, accommodation, travel	624,956	-	-	624,956	36
Event Marketing	26,434	-	-	26,434	32,408
Event other direct costs	28,022	348	-	28,370	39,163
Consultants and translation services	15,023	-	-	15,023	74,832
Travel and subsistence	375	-	-	375	100
	845,161	32,430	-	877,591	352,239
Support Costs					
Staff Costs (incl. overseas self-employed staff)	548	117	-	665	85,841
Governance direct costs	13,106	2,797	-	15,903	16,393
Consultants	150,727	32,163	-	182,890	80,059
Other staff related costs	80	17	-	97	4,789
Outsourced Services (HR, Finance and Payroll)	45,838	9,781	-	55,619	34,728
Premises costs	11,399	2,432	-	13,831	8,817
IT costs	23,249	4,961	-	28,210	28,770
Depreciation	-	-	-	-	58,177
Marketing	3,007	642	-	3,649	-
Other	33,859	7,225	-	41,084	18,731
	281,813	60,135	-	341,948	336,305
TOTAL	1,126,974	92,565	-	1,219,539	688,544

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2022 Total £
Direct Costs				
Staff Costs (incl. overseas self-employed staff)	148,933	45,898	-	194,831
Other Staff Costs	8,309	2,560	-	10,869
Event food, accommodation, travel	36	-	-	36
Event Marketing	32,383	25	-	32,408
Event other direct costs	33,647	4,397	1,119	39,163
Consultants and translation services	50,584	3,102	21,146	74,832
Travel and subsistence	-	-	100	100
	273,892	55,982	22,365	352,239
Support Costs				
Staff Costs (incl. overseas self-employed staff)	65,619	20,222	-	85,841
Governance direct costs	12,531	3,862	-	16,393
Consultants	61,198	18,861	-	80,059
Other staff related costs	3,661	1,128	-	4,789
Outsourced Services (HR, Finance and Payroll)	26,547	8,181	-	34,728
Premises costs	6,740	2,077	-	8,817
IT costs	21,992	6,778	-	28,770
Depreciation	44,472	13,705	-	58,177
Marketing	-	-	-	-
Other	14,318	4,413	-	18,731
	257,078	79,227	-	336,305
TOTAL	530,970	135,209	22,365	688,544

7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year. Expenses reimbursed to any trustee in the period were £nil (2022: £nil)

8. STAFF COSTS

	2023	2022
	£	£
Wages and Salaries	138,687	236,723
Social security costs	12,266	25,477
Redundancy and termination costs	-	1,632
Employer's contribution to defined contribution pension scheme	8,888	16,840
Other forms of employee benefits	106	655
Staff costs	<u>159,947</u>	<u>281,327</u>
Consultants	<u>182,889</u>	<u>80,059</u>
	<u>342,837</u>	<u>361,386</u>

One employee received emoluments totalling between £90,001 to £100,000 (2021: nil). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £113,212 (2022: £99,480).

	2023	2022
Average headcount	2	4

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2023

9. DEBTORS

	2023 £	2022 £
Trade debtors	67,552	11,868
Other debtors including grant receivable	705	705
Prepayments and accrued income	18,577	10,289
	86,834	22,862

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	19,029	64,067
Other creditors, including taxes and social security	6,813	7,655
Accruals and deferred income	257,398	324,424
	283,240	396,146

Movement in deferred income	2023 £	2022 £
As at 1 April	273,273	320,335
Released in year	(273,273)	(166,729)
Deferred in year	223,430	119,668
As at 31 March	223,430	273,274

Deferred income relates to ticket sales in advance for IFC and membership income.

11. STATEMENT OF FUNDS

Current Year	1 April 2022 £	Income £	Expenditure £	Transfers £	31 March 2023 £
Unrestricted Funds	(264,018)	1,492,310	(1,219,539)	-	8,753
Total funds	(264,018)	1,492,310	(1,219,539)	-	8,753

Disposals	1 April 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
Unrestricted Funds	(49,015)	473,171	(688,174)	-	(264,018)
Restricted funds:					
Emerge Campaign	10,990	(10,620)	(370)	-	-
	10,990	(10,620)	(370)	-	-
Total funds	(38,025)	462,551	(688,544)	-	(264,018)

Restricted expenditure of £0 (2022: £370) was represented by £0 (2022: £370) for Professional standards, advice and information.

The General reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2023 general reserves were in deficit. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Emerge – The guiding vision for this programme was the emergence of organisations capable of delivering on their mission – a vision that we shared with many sector stakeholders and donors.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	86,834	-	86,834
Cash	205,159	-	205,159
Creditors	(283,240)	-	(283,240)
Total net assets	8,753	-	8,753
	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	22,862	-	22,862
Cash	109,266	-	109,266
Creditors	(396,146)	-	(396,146)
Total net assets	(264,018)	-	(264,018)

13. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.