EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales · Charity number 1101876

Details

Other names	MERSEYSIDE EMPLOYMENT LAW LIMITED, Equality and Employment Law Centre
Status	Registered
Legal form	Charitable company
Company number	04946069
Registered	2004-02-03
Register	View on the Charity Commission register

Contact

Address	Rooms 2/40 & 2/41 The City of Liverpool College Myrtle Street Liverpool L7 7DN
Phone	01512372664
Email	Info@eael.co.uk
Website	https://www.equalityandemploymentlaw.co.uk

Activities

Objects: THE PROMOTION OF ANY CHARITABLE PURPOSE FOR THE BENEFIT OF THE COMMUNITY IN THE AREA OF MERSEYSIDE AND IN PARTICULAR TO: 1. RELIEVE POVERTY BY THE PROVISION OF ADVICE AND ADVOCACY IN EMPLOYMENT AND DISCRIMINATION LAW TO THOSE PERSONS OTHERWISE UNABLE TO ACCESS SUCH ADVICE AND ADVOCACY.2. PROMOTE THE EFFICIENCY AND EFFECTIVENESS OF CHARITIES BY THE PROVISION OF ADVICE AND TRAINING IN EMPLOYMENT AND DISCRIMINATION LAW.3. ADVANCE EDUCATION BY IMPROVING THE KNOWLEDGE OF EMPLOYMENT AND DISCRIMINATION LAW AND ITS OPERATION OF PERSONS RESIDENT OR EMPLOYED IN MERSEYSIDE.

Activities: 1. Specialist advice,casework and advocacy to individuals in the areas of Employment Law & Discrimination law.2. Advice, training and support to community & voluntary sector organisations in the areas of Employment Law, Discrimination Law and Human Resources.3. Provision of Volunteering whereby individuals can gain skills, knowledge, training and improved employment opportunities.

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Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** LIVERPOOL AND MERSEYSIDE
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£271,589	£405,512	-	-
2024-03-31	£405,813	£447,313	-	-
2023-03-31	£588,908	£540,368	£230,187	13
2022-03-31	£644,547	£433,552	£187,850	13
2021-03-31	£366,816	£357,305	-	-

Trustees

Name	Role	Appointed
Anna Urbanik Ms		2024-03-03
Joe Keegan		2017-12-20
Susan Branch Ms		2023-08-31

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EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales - Charity number 1101876

Accounts

Company Registration Number - 04946069

The Charity Registration Number is :- 1101876

Equality and Employment Law Centre LTD.

Report and Accounts

30 March 2025

Equality and Employment Law Centre LTD.

Report and accounts for the year ended 30 March 2025

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Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

The Trustees present their Report and Accounts for the year ended 30 March 2025, which also comprises the Directors' Report required by the Companies Act 2006.

Reference and administrative details

The charity name.

The legal name of the charity is:- Equality and Employment Law Centre LTD..

The charity's areas operation and UK charitable registration.

The charity is registered in England & Wales with the Charity Commission in England & Wales (CCEW) with charity number 1101876.

The charity does not operate in any overseas jurisdictions.

Legal structure of the charity

The charity is constituted as a company limited by guarantee, registered under the Companies Acts . The governing document of the charity is the Memorandum and Articles of Association establishing the company under company legislation.

There are no restrictions in the governing documents on the operation of the Charity or on its investment powers other than those imposed by Charity Law.

By operation of law all, trustees are directors under the Companies Act 2006 and all directors are trustees under Charities legislation and have responsibilities, as such, under both company and charity legislation.

The trustees are all individuals.

The principal operating address, telephone number, email and web addresses of the charity are:-

Rooms 2/40 & 2/41

The City of Liverpool College, Myrtle Street

L7 7DN

Telephone 0151 237 2664

Email Address: info@eael.co.uk Web address: www.equalityandemploymentlaw.co.uk

The registered office of the charity for Companies Act purposes is the same as the operating address shown above.

The Trustees in office on the date the report was approved were:-

S Branch
J Keegan
J Mannouch
A Urbanik

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

The following persons served as Trustees during the year ended 30 March 2025 :-

The trustees who served as a trustee in the reporting period, and, if applicable, their dates of appointment or resignation during the year were:-.

Name
S Ali (resigned 17 June 2024)
S Branch
J Keegan
J Mannouch
A Urbanik

All the trustees are also members of the charity.

Objects and activities of the charity

The purposes of the charity as set out in its governing document.

The promotion of any charitable purpose for the benefit of the community in the area of Merseyside and in particular to:
1. Relieve poverty by the provision of advice and advocacy in employment and discrimination law to those persons otherwise unable to access such advice and advocacy. 2. Promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law.
3. Advance education by improving the knowledge of employment and discrimination law and its operation of persons resident or employed in Merseyside.

The main activities undertaken in relation to those purposes during the year and to further the charity's purpose for the public benefit.

The Trustees are pleased to present the Equality and Employment Law Centre's (EAELC) Annual Report for the year ending 31st March 2025—a year that has tested our resilience, sharpened our focus, and reaffirmed the critical importance of our mission.

In a climate of economic instability, policy stagnation, and rising demand for legal support, EAELC has continued to stand firm in its commitment to challenge poverty, injustice, and discrimination through specialist legal advice, complex case work, advocacy, and education.

Founded in 2003, EAELC is the only specialist charity in the Liverpool City Region—and one of just three nationally—delivering remote Legal Aid discrimination advice. In addition, we operate a free employment advice line for residents of the Liverpool City Region, and provide HR, employment, and discrimination advice to not-for-profit organisations. Our services are delivered by a dedicated team of solicitors and litigation executives who work tirelessly to empower individuals, strengthen communities, and support organisations in building fairer, more inclusive workplaces.

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

Our work shines a light on the growing gap in access to justice, particularly for working people, marginalised communities, and vulnerable individuals. It also highlights the increasing levels of disadvantage and poverty across the UK, and the vital role played by Law Centres—just over 40 remain across England, Wales, and Northern Ireland, serving millions of people who would otherwise be left without legal support.

EAELC is deeply rooted in the Liverpool City Region. We prioritise serving those who live and work locally, with a particular focus on individuals who cannot afford private legal representation or who face barriers to accessing mainstream services. Our emphasis is on tackling poverty and oppression, and ensuring that no one is excluded from justice due to their income, background, or circumstances.

We deliver our core legal services in three ways:

- **Telephone Employment Advice Line** – offering free, accessible guidance to those in need.
- **Private Client Legal Work** – providing in-depth casework in employment and discrimination law.
- **Legal Aid Casework** – delivered through our contract with the Legal Aid Agency.

Our income is generated from four key sources:

- Legal Aid contracts
- Grant funding
- Social investment
- Private client work for individuals and organisations

We are a values-led organisation, driven by a belief in fairness, dignity, and equality. Our purpose is to challenge poverty and inequality by helping individuals secure equal access to their legal rights, and by supporting third-sector organisations to understand and meet their obligations under the Employment and Equality Acts.

This mission is more urgent than ever as we approach the most transformational changes to workers' rights in a generation, expected in 2026 under proposed reforms to the Employment Rights Act. In this context, access to free or affordable employment advice will be critical—and EAELC is committed to being ready.

This report reflects our achievements, the challenges we've faced in delivering our vital services, and the strategic actions we've taken to adapt and rebuild. It also outlines our future plans to regrow the organisation, strengthen our sustainability, and deepen our impact. Above all, it is a call to action—inviting funders, investors, and partners to join us in shaping a more just and equitable future.

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

Our Mission, Objectives,

At the heart of the Equality and Employment Law Centre (EAELC) is a clear and unwavering mission: to challenge poverty, injustice, and discrimination by providing specialist legal advice, casework advocacy, and education. Our work is rooted in the belief that everyone—regardless of income, background, or circumstance—should have equal access to justice and fair treatment.

EAELC exists to:

- **Relieve poverty** by offering free legal advice and advocacy to individuals facing discrimination or unfair treatment in the workplace or wider society.
- **Promote the effectiveness of charities** by delivering employment and equality law training to third-sector organisations, helping them build fairer, more inclusive workplaces.
- **Advance education** by improving public understanding of employment and discrimination law, empowering individuals and communities to know and assert their rights.

Public Benefit

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives

We measure our public benefit through:

- **Monitoring outcomes and impact**: We track how our interventions improve clients' lives—whether through job reinstatement, compensation, preventing poverty, workplace adjustments, or protection from homelessness.
- **Client and partner feedback**: We collect and analyse feedback to understand satisfaction levels, learning outcomes, and areas for improvement.
- **Strategic evaluation**: We assess our performance against our organisational objectives and key indicators, ensuring our work remains focused, effective, and aligned with our mission.

EAELC is a values-led organisation. We exist to serve those who are excluded from mainstream legal support, and to ensure that justice is not a privilege—but a right accessible to all. As we approach the most significant reforms to employment law in a generation, our role in providing free and affordable legal advice will be more critical than ever.

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

The main achievements and performance of the charity during the year and The difference the charity's performance during the year has made to the beneficiaries of the charity and benefitted wider society.

2024–2025 has been a difficult year that has tested our resilience, sharpened our focus, and reaffirmed the critical importance of our mission.

As the only specialist charity in the Liverpool City Region and North of England dedicated solely to employment and discrimination law, EAELC continues to provide life-changing legal support to individuals navigating injustice, inequality, and poverty. This year, we have faced significant challenges: a reduction in our legal team of fee earners ,due to our inability to compete with private sector salaries, the ongoing strain of underfunded Legal Aid contracts, and the emotional toll of supporting highly vulnerable clients and a significant reduction in our income combined with tough competition for grant funding. Despite these pressures, our team has delivered exceptional outcomes: securing damages for clients , reinstating jobs, preventing homelessness, and restoring dignity to those who felt unheard. Our services are often the last line of defence for clients facing discrimination, dismissal, or risk of debt and poverty.

Client Story: A Life-Saving Intervention

Our services are often the last line of defence for individuals facing discrimination, dismissal, and the devastating consequences of poverty and debt. One client's experience this year powerfully illustrates the human impact of our work.

Following an employment dispute, the client reached out to us in a state of deep distress. they shared:

"If I can speak for myself, I've been through real hell since I lost my job and career on Friday. Right now, I actually have suicidal thoughts."

Recognising the urgency, our team immediately arranged a welfare call. Paramedics visited the client that same day - an intervention that, quite literally, **saved a life.**

The following day we held a Zoom meeting to explain the legal case plan and next steps. The client's response was deeply moving:

"Your excellent customer service skills, your ability to solve problems, and your dedication to your work have given me a sense of hope. I smiled today for the first time in a long while. I'm so grateful, the paramedics really helped me, and I'm now getting professional support."

This story is not an exception, it is a reflection of the transformational role EAELC plays in the lives of those who feel powerless, unheard, and alone. It underscores why our work matters, and why continued investment in accessible, specialist legal advice is not just about justice, it's about saving and transforming lives.

The outcomes we secure across all of the Law Centre's are not just legal victories, they are moments of transformation, restoring dignity, stability, and hope.

Staffing and Income Generation

2024–2025 has been a financially challenging year for EAELC. We are not where we had hoped to be, and the impact of reduced income has been significant. However, we have responded with determination and strategic action to stabilise the organisation and lay the foundations for future growth.

We are pleased to report that our application to Key Fund has been accepted and confirmed, securing a package of grant funding, investment loan, and flexible finance. This funding, due to be received in Q1 of the next financial year, will enable us to begin a turnaround—strengthening our infrastructure, expanding our services, and rebuilding our capacity.

In parallel, we have conducted a thorough review of our costs and successfully restructured our administrative functions, reducing overheads and improving operational efficiency. These changes have been essential in helping us weather the financial pressures of the past year.

We have also reviewed options for diversifying our income and are actively developing plans to launch a housing disrepair advice service. This area of law is generally out of scope for Legal Aid, making it a viable income stream that aligns with our mission and responds to emerging client needs. It will also help us generate unrestricted income to support our core running costs.

Impact of Staffing Reductions

This year, EAELC experienced a 40% reduction in our fee-earning legal team—a direct consequence of our inability to compete with private sector salaries. Employment solicitors in commercial firms can command salaries up to 40% higher than we are able to offer. This disparity has had a profound impact on our organisation:

- Reduced capacity to take on Legal Aid and private fee-paying cases.
- Lower income generation, as fee-earners are the financial engine of our organisation.
- Increased pressure on remaining staff, affecting morale, wellbeing, and long-term sustainability.

The financial implications are stark. According to government guidelines, the national charge-out rate for Grade 1 solicitors in our region is £288 per hour. In contrast, Legal Aid pays less than 20% of this rate—a figure that has remained unchanged since 2013. Yet this public service remains a critical pillar of access to justice and the rule of law.

The Chartered Institute of Personnel and Development (CIPD) estimates the average cost of labour turnover per employee at £30,614. For a small organisation like EAELC, each departure represents a significant financial and operational setback—impacting not only income, but continuity of service and institutional knowledge.

Strategic Adaptation

Despite these pressures, we have taken decisive steps to adapt and build resilience:

- **Streamlined administrative functions** to reduce costs and improve efficiency.
- **Explored flexible working arrangements** to retain staff and support wellbeing.
- **Secured social investment funding** from Key Fund to support growth and innovation.
- **Advanced merger discussion**s are underway with a like-minded not-for-profit organisation whose mission is closely aligned with ours. Both organisations share a deep commitment to access to justice, equality, and the fight against discrimination. This strategic partnership represents more than operational synergy—it is a union of purpose. Together, we aim to build a stronger, more resilient organisation with a broader reach, enriched expertise, and increased capacity to serve clients holistically. The merger will help us address the recruitment challenges we face, expand our talent pool, and inspire our team by becoming part of a larger, values-driven organisation committed to social justice.
- **Researched and planned new income streams**, including housing disrepair advice, to diversify revenue and meet emerging client needs.

These actions reflect our commitment to sustainability, innovation, and mission-driven growth. We are determined to rebuild our capacity, strengthen our financial position, and continue delivering life-changing legal support to those who need it most.

Service Delivery and Impact

Despite the significant reduction in staffing this year, EAELC's dedicated team continued to deliver exceptional outcomes for clients across the Liverpool City Region and beyond. Our services remain a vital lifeline for individuals facing discrimination, dismissal, and the threat of poverty or homelessness—often at a time when no other support is available.

Client Outcomes

In 2024–2025, we achieved the following:

- 329 complex discrimination cases handled through our Legal Aid remote telephone service.
- £466,914 in damages secured for clients, reflecting the financial justice achieved through our interventions.
- 292 clients supported with legal advice via our free employment advice line.
- Job reinstatements, reasonable adjustments, negotiated exit packages, and tenancy protections delivered through casework and advocacy.
- Non-monetary outcomes reported by clients, including improved mental wellbeing, restored dignity, and a renewed sense of control over their lives.

These outcomes are not just legal victories—they are moments of transformation. They represent people who were heard, supported, and empowered to move forward after experiencing discrimination, injustice, or exclusion.

Our work continues to demonstrate the economic and social value of early legal intervention. By resolving disputes before they escalate, we help clients stay in work, avoid homelessness, and reduce pressure on overstretched public services such as employment tribunals, housing departments, and mental health support systems.

National Reach and Signposting Impact

In 2024–2025, EAELC received 3,126 calls from individuals across England and Wales, highlighting the national demand for specialist legal advice in employment and discrimination law. Many of these callers were referred to our service by other advice agencies that lack the expertise or capacity to support clients in these complex areas of law.

Demonstrating a real shortage in skilled employment and discrimination legal advice. The majority of people who contact us are in crisis—facing dismissal, discrimination, or workplace conflict—and often have little or no understanding of how to navigate employment or discrimination disputes. Crucially, most are unaware of the strict legal deadlines that govern their rights:

- Three months less one day for employment claims.
- Six months less one day for discrimination claims under the Equality Act.

Our team provides not only legal advice, but also critical early intervention—ensuring clients understand their rights, the urgency of their situation, and the steps they need to take to protect themselves.

We also play a vital role in signposting clients to appropriate services, including:

- ACAS resources for early conciliation and workplace dispute resolution.
- The Legal Aid remote telephone services for housing, education, and discrimination.
- Local and national support organisations tailored to their needs.
- Online legal resources to help them take informed action.
- The Find a legal aid advisor https://find-legal-advice.justice.gov.uk/

This work is often the difference between a client accessing justice or missing their opportunity entirely. EAELC's advice line continues to be a lifeline for individuals in legal deserts, where access to specialist support is limited or non-existent. Many callers have no knowledge or Legal Aid which is not promoted by the Legal Aid Agency.

Early Intervention: Benefits to Individuals and the Economy

Our ability to provide early access to specialist legal advice has profound implications—not only for the individuals we serve, but for the wider economy and public welfare. According to the 2021 report Defending the Public Purse (Community Justice Fund, Pragmatix Advisory), every individual who receives free specialist legal advice generates an average £8,000 net benefit to the Treasury, while costing just £510 to deliver—a total saving of approximately £4 billion annually.

Similarly, a 2024 study by the Access to Justice Foundation and the Bar Council, The Value of Justice for All, found that early legal advice saves the public purse an estimated £9,100 per case—around £2.71 in savings for every £1 spent.

These findings validate what we witness daily: when individuals receive advice promptly, before issues escalate, we prevent costs associated with unemployment, homelessness, benefit dependency, and overburdened public services. Furthermore, early legal support promotes workforce stability—allowing people to remain in or re-enter employment, which contributes to tax revenues and economic productivity.

With complex, intersecting legal problems increasingly common—often spanning debt, employment, housing, and welfare—our early intervention model not only supports individual recovery, but also yields significant economic and societal dividends.

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

Legal Aid: A Vital but Fragile public service at Breaking Point

Legal Aid remains a vital life line to clients and a cornerstone of our work—but its sustainability is in serious jeopardy. Despite over a decade of reports and calls for evidence from the Ministry of Justice, **no impactful changes have been made to civil legal advice provision** since 2013.

The challenges are stark:

- The **remote discrimination telephone contract**, while essential for clients, is **bureaucratically burdensome and financially unviable**. Rates have remained frozen since 2013. Without an increase in the upcoming 2025 tender, this contract will be unsustainable.
- **Files exceeding 15 hours of work** are subject to scrutiny by **non-legal Legal Aid staff**, often resulting in payment delays and disputes. Highly skilled solicitors are routinely told their pleadings are too long—even in complex cases that result in significant settlements at minimal public cost.

- **Current Legal Aid rates are less than 80%** of the government's own published solicitor charge-out rates, creating a stark mismatch between expectations and funding.
- Providers must meet **nine stringent KPIs**, including answering calls within 30 seconds, while working under **tight legal deadlines** (e.g., 3 months less one day for employment claims). These pressures are unsustainable for small teams.
- As a result, **Legal Aid providers are increasingly dropping out of the market**, unable to continue under such conditions.

We continue to advocate for reform and plan to tender for both remote and face-to-face contracts in 2025, with the hope that rates will finally reflect the true cost of delivering high-quality legal services.

As **Lord Neuberger** warned in his 2013 Tom Sargant Memorial Lecture:

"Cutting the cost of legal aid deprives the very people who most need the protection of the courts of the ability to get legal advice and representation… If a person with a potential claim cannot get legal aid, there are two possible consequences. The first is that the claim is dropped: that is a rank denial of justice and a blot on the rule of law."

"The rule of law requires that any persons with a bona fide reasonable legal claim must have an effective means of having that claim considered."

More than a decade later, these words remain painfully relevant. **Access to justice must not be reserved for those who can afford it.**

Strategic Achievements

- **Solicitor Apprenticeship Success**: Our solicitor apprentice qualified in Summer 2024, marking a milestone in our "grow our own talent " recruitment strategy.
- **Funding Wins**: Secured investment from Key Fund and grant support from AB Charitable Trust to upgrade our IT to Windows 11. Additionally, we secured funding from IASME to upgrade our Cyber essentials to Cyber plus
- **SQM Audit Passed**: Achieved a three-year certification in January 2025.
- **Technology Integration**: Upgraded systems to Windows 11 to enhance efficiency and received training in appropriate AI legal tools to support our productivity

Expanding Our Reach and Influence

- Actively contributed to sector-wide development through participation in consultations, calls for evidence, and research studies led by the Ministry of Justice, the Law Society, and the Access to Justice Foundation.
- Strengthened strategic partnerships by engaging with key networks including the Liverpool Active Advice Network, Access to Justice Forum, the Legal Aid Practitioners Group (LAPG), and the Law Centres Network.
- Preparing to attend the Labour Party Conference and Law Society events in 2025 to advocate for progressive employment law reforms ahead of anticipated legislative changes in 2026.
- Regularly contribute to the *Liverpool Law Gazette* , publishing thought leadership articles **three times per year** as part of a collaborative rotation with local law centres.
- Expanded community engagement through volunteer placements, securing **two school-based placements** and welcoming **four university volunteers**, 1 pro bono solicotor who collectively contributed **579 hours** of support across our services gaining valuable workplace experience securing paid employment.

Looking Ahead: Building a Resilient Future

Since our founding in 2003, EAELC has experienced a rollercoaster of highs and lows—moments of growth, impact, and innovation, alongside periods of financial strain and operational challenge. What has remained constant is our **unwavering commitment to justice, equality, and the communities we serve.**

As we look ahead to 2025–2026 and beyond, our priorities are focused on **stabilising the organisation, growing our services,** and **ensuring long-term sustainability**. We know that the demand for our work will not diminish—if anything, it will intensify as we approach the most significant reforms to workers' rights in a generation.

Our strategic priorities include:

- **Completing our merger** with a like-minded partner whose mission aligns with ours—expanding our capacity, strengthening our services, and securing our future.
- **Launching our housing disrepair service**, informed by client need and market research, to diversify income and address a growing area of unmet legal need.
- **Driving income generation** through new service models, social enterprise, and strategic partnerships.
- **Securing funding** to recruit solicitors at market rates, reduce turnover, and rebuild our legal team.
- **Expanding our social enterprise model,** supporting third-sector organisations with HR, employment, and equality advice.

- **Continuing to deliver life-changing outcomes** for clients across employment, discrimination, and housing law.
- **Relocating to a smaller, more cost-effective premises** within the social economy to reduce overheads and reinvest savings into frontline services.
- **Preparing our team and services** for the transformational changes to workers' rights expected in 2026, ensuring we are ready to support individuals and organisations through the transition.
- **Supporting our staff**, who continue to deliver exceptional results in challenging circumstances. We will campaign for **competitive rates of pay** across the Law Centre Network to retain experienced professionals and attract new talent into the sector.
- **Growing our own talent** through our **solicitor apprenticeship programme**, which remains a cornerstone of our long-term workforce strategy and commitment to social justice.
- **Maximising our business model**: EAELC has the skills, knowledge, and infrastructure to deliver **expert HR, employment, and legal advice** to third-sector organisations and social enterprises. This is a **lucrative and high-impact service area**, but to fully realise its potential, we must be able to **attract and retain the legal talent** needed to meet demand and deliver consistently high-quality services.

Conclusion

This year has tested our resilience—but it has also revealed our determination, creativity, and deep commitment to justice. EAELC has stood firm in the face of financial pressures, staffing challenges, and rising demand, continuing to serve those most at risk of being excluded from legal support.

Our journey since 2003 has been shaped by both adversity and achievement. Through every challenge, we've remained anchored in our values and focused on our purpose: to make justice accessible to all, regardless of income, background, or circumstance.

We are proud of our team—skilled, compassionate professionals who deliver life-changing outcomes in the most demanding conditions. Supporting them is essential. We will continue to advocate for fair pay across the Law Centre Network and invest in our apprenticeship programme to nurture the next generation of social justice lawyers.

Looking ahead, we are focused on renewal and growth. We will seek new funding, build strategic alliances, and expand our services to meet the evolving needs of our communities—especially as we prepare for landmark employment law reforms in 2026. We will also continue to seek out new partners who share our values and vision—organisations committed to justice, equality, and the power of legal advice to change lives. We are determined to protect our workforce, reduce costs, and grow our impact, even in the face of adversity.

We invite funders, investors, and partners to join us. Your support will help us:

- Sustain and grow our services
- Attract and retain the talent we need
- Innovate in how we deliver justice
- Prepare for the future of workers' rights and social justice

To our funders, Board, staff, volunteers, and colleagues across the Law Centre Network—thank you. Your belief in our mission, your solidarity in difficult times, and your commitment to equity and fairness make our work possible.

Together, we will continue to fight for justice. And together, we will ensure that no one is denied their rights because of income, postcode, or circumstance. As economist and Nobel laureate Joseph E. Stiglitz warned, *"Rather than justice for all, we are evolving into a system of justice for those who can afford it."*

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

Structure, governance and management of the charity

The methods used to recruit and appoint new charity trustees.

Board members have a range of skills with expertise including legal, marketing, charity Management and governance, business and customer service.

Trustee vacancies are advertised, and new Trustees are appointed by existing Trustees. All vacancies, including those for new Trustees, are advertised on our website. Members may be elected to the Board at the Annual General Meeting by the Trustees

The CEO has delegated authority to manage our overall organisation, including management and staffing, our procedures in financial and other matters, including conduct and discipline, learning and development, marketing, fundraising, and implementing strategy proposals and plans. Reporting to the Board the results of these at the quarterly meetings.

Bankers	Co-Operative Bank PLC, PO Box 250, Skelmersdale, WN8 6WT
Accountants	Adding Value Consultancy Limited, Studio 6, Bluecoat Chambers, School Lane, Liverpool, L1 3BX

Financial review

The charity's financial position at the end of the year ended 30 March 2025

The financial position of the charity at 30 March 2025 and comparatives for the prior period, as more fully detailed in the accounts, can be summarised as follows:-

	2025	2024
	£	£
Net income	(133,923)	(41,500)
Unrestricted Revenue Funds available for the general purposes of the charity	13,786	156,782
Restricted Revenue Funds	9,898	825
Total Funds	23,684	157,607

Financial review of the position at the reporting date, 30 March 2025 .

The trustees consider the financial performance by the charity during the year to have been satisfactory. The challenges both current and ongoing and the charity's responses to these and plans for the future are detailed above in the main body of the report and summarised in the conclusion.

Equality and Employment Law Centre LTD.

Company Registration Number - 04946069

Trustees' Annual Report for the year ended 30 March 2025

Policies on reserves.

It is the policy of the charitable company to maintain unrestricted funds, which are free reserves at a level to cover redundancy provision and allow the charity to continue to run its activities for three months should no further funding be received. As at the end of the financial year the unrestricted funds totalled £13,786.

Going Concern and availability and adequacy of assets of each of the funds.

The Trustees are aware that the charity faces material uncertainties regarding its ongoing sources of income. The Trustees are actively exploring solutions to secure funding and ensure that charitable activities can continue. Based on current forecasts and plans, the Trustees consider it appropriate to prepare the financial statements on a going concern basis but acknowledge that this is subject to significant uncertainty.

Details of The Independent Examiner

Matthew Brown

Member of CIPFA

Bluecoat Chambers

College Lane

Liverpool

L1 3BX

Statement of the Directors' and Trustees' Responsibilities

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Companies Act 2006, the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008. Notwithstanding the explicit requirement in the extant statutory regulations,the Charities (Accounts and Reports) Regulations 2008, to prepare the financial statements in accordance with the SORP 2005, in view of the fact that the SORP 2005 has been withdrawn, the Trustees determined to interpret this responsibility as requiring them to follow current best practice and prepare the accounts according to the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), .

In particular, the Companies Act 2006 and charity law require the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing those financial statements the Board is required to :-

- to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).
- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;

Trustees' Annual Report for the year ended 30 March 2025

The law requires that the trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for the year.

The Trustees are also responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which are sufficient to show and explain the charity's transactions and enable them to ensure that the financial statements comply with the Companies Act 2006 and comply with regulations made under the Charities Act. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are also responsible for the contents of the Trustees' report, and the statutory responsibility of the Independent Examiner in relation to the Trustees' report is limited to examining the report and ensuring that , on the face of the report, there are no material inconsistencies with the figures disclosed in the financial statements.

Method of preparation of accounts - Small company provisions

The financial statements are set out on pages 17 to 27.

The financial statements have been prepared implementing the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), and in accordance with the Financial Reporting Standard 102, (effective 1st January 2016)

These financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006. applicable to companies subject to the small companies regime.

This report was approved by the board of trustees on 18 December 2025.

J Keegan
Director and Trustee

Equality and Employment Law Centre LTD.

Report of the Independent Examiner to the Trustees of the charitable company on the accounts for the year ended 30 March 2025

I report to the Trustees on my examination of the financial statements of the charitable company on pages 17 to 27 for the year ended 30 March 2025 which have been prepared in accordance with the Charities Act 2011 (the Act) and with the Financial Reporting Standard 102, (effective 1st January 2016) as modified by FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), published by the Charity Commission in England & Wales (CCEW) , and under the historical cost convention and the accounting policies set out on page 21.

Respective responsibilities of the Trustees and the Independent Examiner and the basis of the report

As described on page 13, you, the charitable company's Trustees, who are also the Directors of the Company for the purposes of Company law, are responsible for the preparation of the financial statements in accordance with the Companies Act 2006, the Charities Act 2011 and all other applicable law and with United Kingdom Generally Accepted Accounting Practice, applicable to smaller entities, and for being satisfied that the financial statements give a true and fair view.

The Trustees consider that the audit requirement of Section 144(1) of the Charities Act 2011 (the Act) does not apply, and that there is no requirement in the memorandum and articles of the charity for the conducting of an audit, and that the accounts do not require an audit in accordance with Part 16 of the Companies Act 2006 and that no member or members have requested an audit pursuant to Section 476 of the Companies Act 2006. As a consequence, the Trustees have elected that the financial statements be subject to independent examination.

Having satisfied myself that the financial statements are not required to be audited under any legal provision, or otherwise, and are eligible for independent examination, it is my responsibility to:-

a) examine the financial statements of the charity under Section 145 of the Act;

b) follow the applicable procedures in the Directions given by the Charity Commission under section 145(5)(b) of the Act.

Basis of Independent Examiner's Statement and scope of work undertaken

Since the charitable company's gross income exceeded £250,000, the charitable company's examiner must be a member of a body listed in section 145 of the Act. I confirm that I am qualified to undertake the examination because I am an authorised member of CIPFA, which is one of the listed bodies.

I report in respect of my examination of the charity's financial statements carried out under s145 of the Act. In carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act setting out the duties of an independent examiner in relation to the conducting of an independent examination. An independent examination includes a review of the accounting records kept by the charitable company and of the accounting systems employed by the charitable company and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you, as Trustees, concerning such matters. The purpose of the examination is to establish as far as possible that there have been no breaches of charity legislation and that, on a test basis of evidence relevant to the amounts and disclosures made, the financial statements comply with the SORP.

The procedures undertaken do not provide all the evidence that would be required in an audit, and information supplied by the Trustees in the course of the examination is not subjected to audit tests or enquiries and does not cover all the matters that an auditor would consider in arriving at an opinion. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide

Consequently, I do not express an audit opinion on the view given by the financial statements, and in particular, I express no opinion as to whether the financial statements give a true and fair view of the affairs of the charity, and my report is limited to the matters set out in the statement below.

I planned and performed my examination so as to satisfy myself that the objectives of the independent examination are achieved and before finalising the report I obtained written assurances from the Trustees of all material matters.

Equality and Employment Law Centre LTD.

Independent Examiner's Statement, Report and Opinion

Subject to the limitations upon the scope of my work as detailed above, I have completed my examination: and can confirm that:-

The accounts of this charitable company are not required to be audited under Part 16 of the Companies Act 2006;

The gross income of the charitable company in the year ended 30 March 2025 appears to exceed the sum specified in Section 145(3) of the Act, namely £250000, and that I am qualified to act as Independent Examiner in accordance with that section by virtue of my being a qualified member of CIPFA;

This is a report in respect of an examination carried out under 145 of the Act and in accordance with Directions given by the Charity Commission under section 145(5)(b) of the Act which may be applicable;

and that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:-

accounting records were not kept in respect of the charity as required by Section 386 of the Companies Act 2006 and Section 130 of The Charities Act 2011;

the financial statements do not accord with those records; or

the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view, which is not a matter considered as part of an independent examination;

have not been prepared in accordance with the methods and principles set out in the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Signed:-

Matthew Brown - Independent Examiner

CIPFA

Bluecoat Chambers
College Lane
Liverpool
L1 3BX

This report was signed on 18 December 2025

Equality and Employment Law Centre LTD. - Statement of Financial Activities for the year ended 30 March 2025

Statement of Financial Activities (including the Income and Expenditure Account for the year ended 30 March 2025, as required by the Companies Act 2006)

	Notes	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total Funds 2024 £
Income & Endowments from:					
Donations & Legacies	20	500	9,073	**9,573**	76,433
Charitable activities	21	262,016	-	**262,016**	329,380
Total income		**262,516**	**9,073**	**271,589**	**405,813**
Expenditure on:					
Charitable activities	28	405,512	-	**405,512**	447,313
Total expenditure		**405,512**	**-**	**405,512**	**447,313**
Net income for the year		**(142,996)**	**9,073**	**(133,923)**	**(41,500)**
Net income after transfers		**(142,996)**	**9,073**	**(133,923)**	**(41,500)**
Net movement in funds		**(142,996)**	**9,073**	**(133,923)**	**(41,500)**
Reconciliation of funds:-					
Total funds brought forward		156,782	825	**157,607**	199,107
Total funds carried forward		**13,786**	**9,898**	**23,684**	**157,607**

As required by paragraph 4.60 of the SORP, the brought forward and carried forward funds above have been agreed to the Balance Sheet.

A separate Statement of Total Recognised Gains and Losses is not required as this statement includes all recognised gains and losses.

All activities derive from continuing operations

The notes attached on pages 21 to 27 form an integral part of these accounts.

Equality and Employment Law Centre LTD. - Statement of Financial Activities for the year ended 30 March 2025

Equality and Employment Law Centre LTD. - Analysis of prior year total funds, as required by paragraph 4.2 of the SORP

	Prior Year Unrestricted Funds 2024 £	Prior Year Restricted Funds 2024 £	Prior Year Total Funds 2024 £
Income & Endowments from:			
Donations & Legacies	40,159	36,274	**76,433**
Charitable activities	329,380	-	**329,380**
Total income	369,539	36,274	**405,813**
Expenditure on:			
Charitable activities	411,039	36,274	**447,313**
Total expenditure	**411,039**	**36,274**	**447,313**
Net income for the year	(41,500)	-	(41,500)
Net income after transfers	(41,500)	-	(41,500)
Net movement in funds	**(41,500)**	**-**	**(41,500)**
Reconciliation of funds:-			
Total funds brought forward	198,282	825	**199,107**
Total funds carried forward	**156,782**	**825**	**157,607**

All activities derive from continuing operations

A separate Statement of Total Recognised Gains and Losses is not required as this statement includes all recognised gains and losses.'

The notes attached on pages 21 to 27 form an integral part of these accounts.

Equality and Employment Law Centre LTD. - Statement of Financial Activities for the year ended 30 March 2025

Movements in revenue and capital funds for the year ended 30 March 2025

Revenue accumulated funds

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Last year Total Funds 2024 £
Accumulated funds brought forward	156,782	825	157,607	**199,107**
Recognised gains and losses before transfers	(142,996)	9,073	(133,923)	(41,500)
Closing revenue funds	**13,786**	**9,898**	**23,684**	**157,607**

Summary of funds

	Unrestricted and Designated funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Last Year Total Funds 2024 £
Revenue accumulated funds	13,786	9,898	**23,684**	157,607

Income and Expenditure Account for the year ended 30 March 2025 as required by the Companies Act 2006

	2025 £	2024 £
Income		
Income from operations	271,589	405,813
Gross income in the year before exceptional items	**271,589**	**405,813**
Gross income in the year including exceptional items	**271,589**	**405,813**
Expenditure		
Charitable expenditure, excluding depreciation and amortisation	402,630	444,052
Governance costs	1,380	1,380
Interest payable	1,502	1,881
Total expenditure in the year	**405,512**	**447,313**
Net income before tax in the financial year	**(133,923)**	**(41,500)**
Tax on surplus on ordinary activities	-	-
Net income after tax in the financial year	**(133,923)**	**(41,500)**
Retained surplus for the financial year	**(133,923)**	**(41,500)**

All activities derive from continuing operations

In accordance with the provisions of the Companies Act 2006, the headings and subheadings used in the Income and Expenditure account have been adapted to reflect the special nature of the charity's activities.

The notes attached on pages 21 to 27 form an integral part of these accounts.

Equality and Employment Law Centre LTD. - Balance Sheet as at 30 March

	Notes		2025		2024
			£		£
Current assets					
Work in progress		81,646		146,099	
Debtors	10	88,116		74,124	
Cash at bank and in hand		28,301		64,282	
Total current assets		198,063		284,505	
Creditors: amounts falling due within one year	11	(148,629)		(108,898)	
Net current assets			49,434		175,607
Net assets			49,434		175,607
Creditors: amounts falling due after more than one year	12		(25,750)		(18,000)
The total net assets of the charity			**23,684**		**157,607**
The total net assets of the charity are funded by the funds of the charity, as follows:-					
Restricted funds					
Restricted Revenue Funds	16	9,898		825	
			9,898		825
Unrestricted Funds					
Unrestricted Revenue Funds	16	13,786		156,782	
			13,786		156,782
Total charity funds			**23,684**		**157,607**

As required by paragraph 4.60 of the SORP, the brought forward and carried forward funds above have been agreed to the SOFA..

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The charity is subject to Independent Examination under charity legislation, and the report of the Independent Examiner is on page 16.

The financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006. applicable to companies subject to the small companies regime.

J Keegan

Trustee

Approved by the board of trustees on 18 December 2025

The notes attached on pages 21 to 27 form an integral part of these accounts.

Equality and Employment Law Centre LTD.

Notes to the Accounts for the year ended 30 March 2025

1 Accounting policies

Policies relating to the production of the accounts.

Basis of preparation and accounting convention

The accounts have been prepared on the accruals basis, under the historical cost convention, and in accordance with the Financial Reporting Standard 102, (effective 1st January 2016) and 'FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), published by the Charity Commission in England & Wales (CCEW) , and in accordance with all applicable law in the charity's jurisdiction of registration, except that the charity has prepared the financial statements in accordance with the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), in preference to the previous SORP, the SORP 2005, which has been withdrawn, notwithstanding the fact that the extant statutory regulations, the Charities (Accounts and Reports) Regulations 2008 refer explicitly to the SORP 2005. This has been done to accord with current best practice.

Going Concern

The Trustees are aware that the charity faces material uncertainties regarding its ongoing sources of income. The Trustees are actively exploring solutions to secure funding and ensure that charitable activities can continue. Based on current forecasts and plans, the Trustees consider it appropriate to prepare the financial statements on a going concern basis but acknowledge that this is subject to significant uncertainty.

Risks and future assumptions

The charity is a public benefit entity.

Recognition of liabilities and expenditure

A liability, and the related expenditure, is recognised when a legal or constructive obligation exists as a result of a past event, and when it is more likely than not that a transfer of economic benefits will be required in settlement, and when the amount of the obligation can be measured or reliably estimated..

Liabilities arising from future funding commitments and constructive obligations, including performance related grants, where the timing or the amount of the future expenditure required to settle the obligation are uncertain, give rise to a provision in the accounts, which is reviewed at the accounting year end. The provision is increased to reflect any increases in liabilities, and is decreased by the utilisation of any provision within the period, and reversed if any provision is no longer required. These movements are charged or credited to the respective funds and activities to which the provision relates.

Policies relating to assets, liabilities and provisions and other matters.

Tangible fixed assets

Tangible fixed assets are measured at their original cost value. Cost value includes all costs expended in bringing the asset into its intended working condition. All Fixed Assets are fully depreciated.

Work in progress

Work in progress is valued at the lower of cost and net realisable value.

Notes to the Accounts for the year ended 30 March 2025

Debtors

Debtors are measured at their recoverable amounts at the balance sheet date.

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.

Financial instruments including cash and bank balances

Cash held by the charity is included at the amount actually held and counted at the year end. Bank balances, whether in credit or overdrawn, are shown at the amounts properly reconciled to the bank statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

There are no designated funds.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal or as implied by law.

There are no endowment funds.

2 Liability to taxation

The Trustees consider that the charity satisfies the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively on the specific charitable objects of the charity and for no other purpose.

3 Winding up or dissolution of the charity

If upon winding up or dissolution of the charity there remain any assets, after the satisfaction of all debts and liabilities, the assets represented by the accumulated fund shall be transferred to some other charitable body or bodies having similar objects to the charity.

4 Significance of financial instruments to the charity's position

There are no significant implications of such matters.

5 Net surplus before tax in the financial year

	2025	2024
	£	£
The net surplus before tax in the financial year is stated after charging:-		
Pension costs	5,887	5,088

Notes to the Accounts for the year ended 30 March 2025

6 Interest payable

	2025	2024
	£	£
Loan interest	1,395	1,881
Bank and other interest payable	107	-
	1,502	1,881

7 Staff costs and emoluments

Salary costs	2025	2024
	£	£
Gross Salaries excluding trustees and key management personnel	228,756	274,876
Employer's National Insurance for all staff	16,839	16,122
Employer's contribution to defined benefit pension schemes	4,598	4,584
Employer's operating costs of defined contribution pension schemes	1,289	504
Total salaries, wages and related costs	**251,482**	**296,086**
The estimated full time equivalent number of all staff employed in the year was	**9**	**11**
The estimated equivalent number of full time staff deployed in different activities in the year was:-		
Engaged on charitable activities	5	7
Engaged on management and administration	4	4
The estimated full time equivalent number of all staff employed as above	**9**	**11**

Neither the trustees nor any persons connected with them have received any remuneration from the charity or any related entity, either in the current or prior year.

No employees received emoluments (excluding pension costs) in excess of £60,000 per annum.

8 Tangible fixed assets

Current Year	Office Equipment	Total
	£	£
Cost		
At 31 March 2024	6,282	6,282
At 30 March 2025	**6,282**	**6,282**
Depreciation		
At 31 March 2024	6,282	6,282
At 30 March 2025	**6,282**	**6,282**
Net book value		
At 30 March 2025	**-**	**-**

Equality and Employment Law Centre LTD.

Notes to the Accounts for the year ended 30 March 2025

9 Work in Progress

	2025	2024
	£	£
Work in Progress	81,646	146,099
	81,646	146,099

10 Debtors

	2025	2024
	£	£
Trade debtors	75,406	65,667
Prepayments and accrued income	11,078	6,891
Other debtors	1,632	1,566
	88,116	**74,124**

11 Creditors: amounts falling due within one year

	2025	2024
	£	£
Bank loans and overdrafts	7,500	28,591
Trade creditors	22,727	12,034
Accruals	42,326	11,633
PAYE, NIC VAT and other taxes	64,893	42,291
Other creditors	11,183	14,349
	148,629	**108,898**

12 Creditors: amounts falling due after one year

	2025	2024
	£	£
Bank loans and overdrafts	**25,750**	**18,000**

13 Income and Expenditure account summary

	2025	2024
	£	£
At 31 March 2024	157,607	199,107
Surplus after tax for the year	(133,923)	(41,500)
At 30 March 2025	**23,684**	**157,607**

14 Related party transactions

There were no transactions with related parties in the year.

Equality and Employment Law Centre LTD.

Notes to the Accounts for the year ended 30 March 2025

15 Particulars of how particular funds are represented by assets and liabilities

At 30 March 2025	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
Current Assets	188,165		9,898	**198,063**
Current Liabilities	(148,629)	-	-	**(148,629)**
Long Term Liabilities	(25,750)	-	-	**(25,750)**
	13,786	**-**	**9,898**	**23,684**

At 31 March 2024	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
Current Assets	283,680	-	825	**284,505**
Current Liabilities	(108,898)	-	-	**(108,898)**
Long Term Liabilities	(18,000)	-	-	**(18,000)**
	156,782	**-**	**825**	**157,607**

16 Change in total funds over the year as shown in Note 15 , analysed by individual funds

	Funds brought forward from 2024	Movement in funds in 2025	Transfers between funds in 2025	Funds carried forward to 2026
		See Note 17		
	£	£	£	£
Unrestricted and designated funds:-				
Unrestricted Revenue Funds	156,782	(142,996)	**-**	**13,786**
Total unrestricted and designated funds	**156,782**	**(142,996)**	**-**	**13,786**
Restricted funds:-				
Steve Morgan Foundation	825	-	-	**825**
LCVS CRG Funding	-	5,073	-	**5,073**
AB Charitable Trust	-	4,000	-	**4,000**
Total restricted funds	**825**	**9,073**	**-**	**9,898**
Total charity funds	**157,607**	**(133,923)**	**-**	**23,684**

Equality and Employment Law Centre LTD.

Notes to the Accounts for the year ended 30 March 2025

17 Analysis of movements in funds over the year as shown in Note 16

	Income	Expenditure	Other Gains & Losses	Movement in funds
	2025	2025	2025	2025
	£	£	£	£
Unrestricted and designated funds:-				
Unrestricted Revenue Funds	262,516	(405,512)	-	**(142,996)**
Restricted funds:-				
LCVS CRG Funding	5,073	-	-	**5,073**
AB Charitable Trust	4,000	-	-	**4,000**
	271,589	**(405,512)**	**-**	**(133,923)**

18 The purposes for which the funds as detailed in note 16 are held by the charity are:-

Unrestricted and designated funds:-

Unrestricted Revenue Funds	These funds are held for the meeting the objectives of the charity, and to provide reserves for future activities, and , subject to charity legislation, are free from all restrictions on their use.

Restricted funds:-

Steve Morgan Foundation	A contribution to the cost of the undergraduate solicitor apprentice.
LCVS CRG Funding	Contribution towards wgaes costs for providing employment advice to third sector employees.
AB Charitable Trust	A grant for upgrading our ICT systems.

-

19 Ultimate controlling party

The charity is under the control of its legal members.

Every member of the charity is obliged to contribute such amount as may be required not exceeding £5 to the assets of the company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

This analysis is classsified by conventional nominal descriptions and not by activity.

20 Donations, Grants and Legacies

	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total Funds 2024 £
Donations and gifts from individuals				
Small donations individually less than £1000	500	-	**500**	-
Total donations and gifts from individuals	**500**	**-**	**500**	**-**

	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total Funds 2024 £
Revenue grants from government and public bodies				
Liverpool City Council Community Resource Grant	-	5,073	**5,073**	10,147
Total public sector revenue grants	**-**	**5,073**	**5,073**	**10,147**

	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total Funds 2024 £
Revenue grants and donations from non public bodies				
Small grants individually less than £1000	-	-	**-**	12
Steve Morgan Foundation	-	-	**-**	17,274
John Moores Foundation	-	-	**-**	5,000
Kindred	-	-	**-**	14,000
AB Charitable Trust	-	4,000	**4,000**	30,000
Total private sector revenue grants	**-**	**4,000**	**4,000**	**66,286**

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

Revenue grants and donations from non public bodies (Include Gift Aid donations from subsidiaries) - Prior Year analysis

	Prior Year Unrestricted Funds 2024 £	Prior Year Restricted Funds 2024 £	Prior Year Total Funds 2024 £	
Prior Year	30,012	36,274	**66,286**	
Total Donations, Grants and Legacies				
Total Donations, Grants and Legacies	**500**	**9,073**	**9,573**	**76,433**

Prior year	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Prior Year Total Funds 2024 £	
Total Donations, Grants and Legacies	**40,159**	**36,274**	**76,433**	

21 Income from charitable activities

Current year	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total funds 2024 £
Primary purpose and ancillary trading				
Other income	600	-	**600**	-
Total Primary purpose and ancillary trading	**600**	**-**	**600**	**-**

22 Charitable income from funders

	Current year Unrestricted Funds 2025 £	Current year Restricted Funds 2025 £	Current year Total Funds 2025 £	Prior Year Total Funds 2024 £
Contractual payments from public bodies to fund charitable activities				
LEAP Client fees and recoveries	186,501	-	**186,501**	320,972
Total contractual payments from public bodies	**186,501**	**-**	**186,501**	**320,972**

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Contractual payments from non public bodies to fund charitable activities				
Private client fees	74,915	-	**74,915**	8,408
Total contractual payments from non public bodies	**74,915**	**-**	**74,915**	**8,408**

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Total Charitable income from funders:-				
Current year - income from funders	**261,416**	**-**	**261,416**	**329,380**

23 Total Income from charitable activities

Current year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Total income from charitable trading	600	-	**600**	-
Income from funders	261,416	-	**261,416**	329,380
Total from charitable activities	**262,016**	**-**	**262,016**	**329,380**

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

24 Expenditure on charitable activities - Direct spending

Current Year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Gross wages and salaries - charitable activities	176,141	-	**176,141**	**242,026**
Employers' NI - Charitable activities	12,849	-	**12,849**	**16,122**
Defined benefit pension costs - charitable activities	4,598	-	**4,598**	**4,584**
Direct legal and consultancy fees	14,954	-	**14,954**	**39,188**
Direct legal expenses	33,076	-	**33,076**	**11,845**
Direct computer software	34,343	-	**34,343**	**34,920**
Direct telephone costs	4,366	-	**4,366**	**5,264**
Total direct spending	**280,327**	**-**	**280,327**	**353,949**

Prior Year	Prior Year Unrestricted Funds	Prior Year Restricted Funds	Prior Year Total Funds
	2024	2024	2024
	£	£	£
Gross wages and salaries - charitable activities	205,752	36,274	**242,026**
Total direct spending	**317,675**	**36,274**	**353,949**

25 Expenditure on charitable activities

Current Year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Reallocated from support costs	**123,805**	**-**	**123,805**	91,984
Total charitable activities costs	**123,805**	**-**	**123,805**	**91,984**

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

26 Support costs for charitable activities

Current Year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Employee costs not included in direct costs				
Salaries - Administrative staff	52,615	-	**52,615**	**18,600**
Defined contribution pension cost - administrative staff	1,289	-	**1,289**	**504**
Employers' NI - Administrative staff	3,990	-	**3,990**	**-**
Temporary staff and recruitment	-	-	**-**	**14,250**
Training and welfare - staff	178	-	**178**	**2,643**
Travel and subsistence - staff	197	-	**197**	**588**
Employee terminstion costs	2,205	-	**2,205**	**-**
VAT liability assessment	9,673	-	**9,673**	**-**
Premises Expenses				
Rent payable	28,320	-	**28,320**	**26,272**
Rates and water charges	788	-	**788**	**457**
Cleaning and waste management	-	-	**-**	**578**
Premises repairs, renewals and maintenance	-	-	**-**	**740**
Administrative overheads				
Computer software and licences	-	-	**-**	**5,761**
Postage, stationery and printing	925	-	**925**	**1,557**
Subscriptions	-	-	**-**	**6,368**
Operating lease rentals	903	-	**903**	**730**
Marketing	440	-	**440**	**816**
Professional and other insurance	4,842	-	**4,842**	**4,581**
Sundry expenses	1,063	-	**1,063**	**489**
Quality Assurance	1,350	-	**1,350**	**-**
Professional fees paid to the Auditor or Independent Examiner in addition to audit and examination fees				
As detailed in Note 27	10,770	-	**10,770**	**3,903**
Professional fees paid to advisors other than the auditor or examiner				
Accountancy fees other than examination or audit fees	-	-	**-**	**1,016**
Financial costs				
Bank and loan charges	2,755	-	**2,755**	**250**
Loan interest	1,395	-	**1,395**	**1,881**
Bank and other interest payable	107	-	**107**	**-**
Support costs before reallocation	**123,805**	**-**	**123,805**	**91,984**
Less support costs reallocated to specific activities				
To charitable activities	(123,805)	-	**(123,805)**	**(91,984)**
Total support costs - Current Year	**-**	**-**	**-**	**-**

Equality and Employment Law Centre LTD.

Detailed analysis of income and expenditure for the year ended 30 March 2025 as required by the SORP 2015

27 Other Expenditure - Governance costs

Current Year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Independent Examiner's fees	1,380	-	**1,380**	**1,380**
Total Governance costs	**1,380**	**-**	**1,380**	**1,380**

Professional fees paid to the Auditor or Independent Examiner in addition to audit and examination fees

	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Other financial services	10,770	-	**10,770**	**3,903**
Total additional fees included in support costs at Note 26	**10,770**	**-**	**10,770**	**3,903**

28 Total Charitable expenditure

Current Year	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2025	2025	2025	2024
	£	£	£	£
Total direct spending	280,327	-	**280,327**	**353,949**
Total charitable activities costs	123,805	-	**123,805**	**91,984**
Total support costs	-	-	**-**	**-**
Total Governance costs	1,380	-	**1,380**	**1,380**
Total charitable expenditure	**405,512**	**-**	**405,512**	**447,313**

Prior Year	Prior Year Unrestricted Funds	Prior Year Restricted Funds	Prior Year Total Funds
	2024	2024	2024
	£	£	£
Total direct spending	317,675	36,274	**353,949**
Total charitable activities costs	91,984	-	**91,984**
Total support costs	-	-	**-**
Total Governance costs	1,380	-	**1,380**
Total charitable expenditure	**411,039**	**36,274**	**447,313**

EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales - Charity number 1101876

Accounts

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 30th MARCH 2024

Company Number: 04946069

Charity Number: 1101876

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

CHARITY NAME
Equality and Employment Law Centre Ltd.

COMPANY NUMBER
04946069

CHARITY NUMBER
1101876

TRUSTEES/DIRECTORS
J Keegan
J Mannouch
S Ali
J Finnegan (resigned 1st April 2023)
L Thomas (resigned 1st April 2023)
S Branch (appointed 31st August 2023 as trustee) (28th March 2023 as director)
A Urbanik (appointed 29th June 2023)
H Kendrick (appointed 1st August 2023, resigned 31st October 2023)

CHIEF EXECUTIVE OFFICER
J Ehlen

REGISTERED OFFICE
151 Dale Street,
Liverpool, England,
L2 2AH

BANKERS
Co-Operative Bank PLC
PO Box 250
Skelmersdale
WN8 6WT

INDEPENDENT EXAMINER
Matthew Brown, CPFA
Adding Value Consultancy Ltd
Studio 6, Bluecoat Chambers
School Lane
Liverpool
L1 3BX

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

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TRUSTEES' ANNUAL REPORT

Introduction

The Trustees present their report and financial statements for the fiscal year ending 31 March 2024. Equality and Employment Law Centre (EAELC), an independent nonprofit organization based in Liverpool, was established in 2003 as Merseyside Employment Law. Our mission is to address deep-seated inequalities in Britain by providing legal advice in discrimination and employment law. We are committed to offering essential legal services to vulnerable individuals, specializing in these complex areas of law. Additionally, we provide HR support and legal advice to nonprofit organizations in the Liverpool City Region.

Despite the challenges posed by the cost-of-living crisis, we have achieved significant milestones this year and have continued to run our vital services. EAELC has directly supported over 3500 people in various ways, in doing so we have secured over £1m in damages for clients. Our impact extends beyond financial compensation; we have prevented homelessness, dismissals, and enabled clients to move forward with their lives, having been vindicated. Clients report that experiencing discrimination has severe consequences, including a loss of dignity, confidence, and identity. Early legal advice empowers people, helping them take control of their lives and mitigating the costs of lengthy litigation or clients being passed around different public services.

Through the hard work of our dedicated staff, incredible volunteers (who contributed an amazing 4000 hours of their time), and the funders who have invested resources, trust, and money, we have been able to resolve over 6500 individual problems for our clients. We have also continued to identify emerging issues faced by clients, giving them a voice to influence decisions affecting their lives and fuelling participation and engagement in communities and civic life. Our services clearly highlight Early legal advice empowers people, helping them to take control of their lives as well as mitigating costs of the economy through lengthy litigation or clients being passed around different public services desperate for advice and direction We are proud to report that over the past year we have made a meaningful difference in the lives of clients from across England and Wales who use our unique services.

We extended an invitation to the Shadow Employment Minister to visit our law centre and witness the vital work we do. This invitation was particularly timely following the publication of the Employment Rights Green Paper. As an organization committed to enhancing employment rights and working conditions, we wholeheartedly welcomed the opportunity to showcase our efforts and contribute to the ongoing dialogue around improving workplace fairness and enhancing employment rights which aligns with our mission,

Discrimination law is complex, and there are no other specialist charities or commercial practitioners in the Liverpool City Region and the wider North-West Region working solely on employment and discrimination which makes demand for our service relentless.

This report highlights the great work being carried out by EAELC and serves as a thank-you to our Trustees, staff, funders, and volunteers. With a long and proud history of supporting people facing uncertainty, we remain committed to being there for everyone who needs us.

We actively explore ways to make the charity even more sustainable and our services even more resilient and holistic, so we can help even more people next year. There is always more that we can all do—we will continue to create and seize opportunities to do what we do best.

Public Benefit
The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the Charity's Aims and Objectives. All our charitable activities focus on the provision of legal advice and representation, helping people understand and exercise their legal rights, and are undertaken to further our charitable purposes for the public benefit. Our services are open to the public and free to our clients. We provide legal advice and representation across a wide range of legal areas that impact on people' s everyday lives in significant ways. This work is not only of benefit to our individual clients but also to the wider community given the economic and social impact of our work. We also support charitable organisations that require employment or equality advice or training, helping to create fairer and more inclusive workplaces.

Our objectives and activities
We are proud members of the Law Centre Network We are a value led organisation, and our Vision and mission are underpinned and characterized by strong and clearly communicated Values. These will help us achieve our Vision and drive the work of EAEL by bringing us together to inspire leadership and customer excellence. They will empower us to understand that it is not just what we do but how we do it that is a critical enabler to organisational success.

Vision
Our vision is to be recognised as the preferred national specialist provider of Employment Law and Discrimination advice, HR, and Training & Development to individuals, non-profit, CIC, social enterprises and charitable organisations promoting a fairer and more equal society. We believe that everybody should be treated equally and with dignity and respect both in the workplace and society at large.

Mission
EAEL exists to actively tackle poverty, injustice, and discrimination through the provision of specialist legal advice, casework and advocacy in the areas of employment and discrimination law to individuals and organisations. We also deliver advice and training to charitable or voluntary sector organisations to improve their efficiency and effectiveness and understanding of employment and discrimination law. Furthermore, to advance the knowledge and understanding of employment law and discrimination law among Merseyside residents, businesses, and employees to create a fairer and more equal society.

Objects
As proud members of the Law Centre Network and a value-led organisation, our vision and mission are driven by strong values that inspire leadership and customer excellence. These values are not just about what we do, but how we do it, serving as a critical enabler to our organisational success.
The objects of the Charity are the promotion of any charitable purpose for the benefit of the community in Merseyside and to:
Relieve poverty by the provision of advice and advocacy in employment and discrimination law to those persons otherwise unable to access such advice and advocacy
Promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law and
Advance education by improving knowledge of employment and discrimination law and its operation of persons resident or employed in Merseyside

Challenges
The year has not been without its challenges. We have faced:

1. **Unrelenting demand**: The demand for our services remains high, reflecting the critical need for legal assistance and highlights the legal deserts across England and Wales
2. **Cost of living crisis**: The rising costs have affected both our operations and the lives of those we serve and our team some of whom have left to go to higher paid jobs in the private sector.
3. **Labour Turnover**: The fluctuation in staff has presented continuity issues recruitment, and retention difficulties have tested our resilience.

4. **Recruitment and Retention**: Attracting and keeping talent has been difficult due to competitive pay and conditions from the private sector for skilled staff, we've lost valuable staff members who cannot afford to work in the low-paid third sector and we have become an incubator for employment solicitors for the private sector.
5. **Operational complexities**. The ongoing bureaucracy and low rates for Legal Aid work have added to our operational challenges.
6. **Underfunded Legal Aid Services**: Despite our vital role, there have been no improvements to our underfunded legal aid services with rates not increasing prior to LASPO in 2013 despite ongoing and numerous reviews of Legal Aid
7. **Grant funding:** reduced grant funding and increased competition for these grants from other third sector organisations
8. **Cash Flow Challenges**: Delays in Legal Aid payments due to court backlogs have strained our finances. Cases cannot be invoiced until closed.
9. **Vicarious Trauma:** Our staff, dealing with some of the most vulnerable and complex clients in our society, are at risk of vicarious trauma. Investment in training to support staff is ongoing. Weekly we have a suicidal client which is highly stressful for all concerned
10. **Face to face Legal Aid services**. – The failure of underfunded face to face legal aid contracts to provide much needed legal advice to clients putting additional strain on clients and our service.
11. **Vulnerable Clients**: Social and economic issues continue to affect our clients, making them more vulnerable and highlight the breakdown of public services in housing, mental health, community care across England and Wales severely impacting our client's ability to get legal advice or relevant support.

Achievements and Performance

Over the past year, the Equality and Employment Law Centre (EAELC) has remained steadfast it its mission to combat deep seated injustice and inequalities in Britain. We have made significant strides in supporting individuals facing discrimination and employment issues. Despite the cost-of-living crisis and other external challenges, we have directly supported over 3500 people, securing over £1 million in damages for our clients. Our commitment to providing accessible, professional, and quality-assured advice has led to transformational outcomes, enabling our clients to regain control of their lives and get justice Our services have been a beacon of hope, providing advice, advocacy, and legal representation that have been transformational for our clients. The dignity and confidence restored to those who have faced discrimination are immeasurable, and we are proud to have made a meaningful difference in their lives

Funding and Training

Our training initiatives have flourished, thanks to the John Moores Foundation, which funded our specialist master class in equality and employment law, delivered by Pam Kenworthy OBE. The AB Charitable Trust has also recognized the importance of our work, and their contributions have been invaluable. The Steve Morgan Foundation has generously funded our solicitor apprentice program, helping us nurture future talent.
Despite a challenging funding landscape, we remain dedicated to our long-term goal of financial self-sustainability through our social enterprise efforts.
In 2023 our first graduate solicitor apprentice qualified, part of our grow our own talent programme. In 2024 we have another graduate solicitor apprentice due to qualify. We will continue to develop the future generation of social justice solicitors through the solicitor apprenticeship programmes. We also secured apprenticeship levy transfer from QVC with the support and guidance of Liverpool City Region's Skills Brokerage team
We will continue to work closely with the Law Departments of the local universities to attract law students as volunteers.

In summary

Legal Professionals:

- In 2023, we successfully qualified another solicitor through the graduate solicitor apprentice scheme. This marks the third solicitor who has qualified at EAEL. Additionally, we have another apprentice scheduled to qualify in 2024.
- We Attracted two experienced solicitors from the private sector to join EAEL

Legal Advice:

- We handled 890 new legal aid cases.
- Provided 360 instances of free employment advice not covered by Legal Aid
- Referred 190 clients to Legal Aid Services that they were unaware of
- Supported 10 third sector organisations with HR/ Legal Advice

Financial Milestones:

- Repaid our historic HMRC debt in full.
- Secured £80,000 in funding.

Client Support:

- Prevented clients from losing their jobs
- Received 6,963 calls from clients seeking assistance.
- Maintained our free employment advice line
- Our team secured over £1. million in damages for clients
- Secured tenancy rights for clients preventing homelessness

Learning and carer development

- Legal Master classes delivered to staff by leading expert
- Created volunteer opportunities for law graduates and 6th form students
- Supporting staff to qualify under the Graduate solicitor apprenticeship

Plans for the Future

Looking ahead, our goals remain clear we aim to:

- **Enhance Durability and Sustainability**: We will explore avenues to make EAEL more durable and sustainable and our services more resilient. and a diversified funding/income base.
- **Expand Impact**: We will continue to identify emerging issues, give a voice to the voiceless, and influence societal change.
- **Strengthen Community Engagement and volunteering**: By inviting influential figures like the employment minister and engaging with regional businesses, we aim to fuel participation and support for our cause.
- **Strengthening Services**: We aim to merge with a suitable partner to enhance our legal client services Addressing multiple legal needs will be a priority. Creating A stronger, more resilient organization with a broader reach and increased capacity to serve clients holistic needs.
- **Partnership / merger** A combined talent pool that enriches the organization's expertise and service offerings and career advancement for our team.
- **Social enterprise/Unique Position** As the only specialist charity in the Liverpool City Region and the wider North-West Region focusing solely on discrimination and employment law, EELC holds a unique position. We encourage local businesses and third-sector organisations to use our services, thereby contributing to societal change and supporting our mission.
- **Innovation** - In the era where technology is rapidly transforming the legal landscape, we aim to investigate how AI can enhance our efficiency and effectiveness

Financial review
The overall total income in the year was £405,813 (2023: £551,625 restated) of which £36,274 (2023: £48,119), related to funding for projects upon which restrictions are placed. Total expenditure in the year was £447,313 (2022: £540,368) leaving a deficit for the year of £41,500 (2023 surplus: £11,257)
As of 30th March 2024, the charitable company's reserves stood at a balance of £157,607 (2023: £199,107 restated) of which £825 (2023: £825) represented restricted funds.

Risk Management
The Board of Trustees conducts regular reviews of risks to which the charity is exposed. There is a risk register that is updated and reviewed by the Board regularly. Systems and procedures which are in the Office Manual sets out all our policies and procedures in relation to risk management. Significant external risks have led to the development of a fundraising strategy and plans to diversity income generation activities.

There are policies in place to ensure legal compliance, health and safety compliance, cyber security. We successfully maintained our 3-year Specialist Quality mark in 2021.

The risk management strategy includes:

- A risk register.
- An annual review of risks
- Ongoing monitoring of risks
- Office Manual with policies and procedures
- A business continuity plan

Reserves Policy
It is the policy of the charitable company to maintain unrestricted funds, which are free reserves at a level to cover redundancy provision and allow the charity to continue to run its activities for three months should no further funding be received. As at the end of the financial year the unrestricted funds totalled £156,782.

Structure, Governance and Management
The organisation is a charitable company limited by guarantee, incorporated on 23rd October 2003 (company number 04946069) and registered as a charity (charity number 1101876) on 3rd February 2004.

The Governing Instruments under which the charitable company operates comprise the Memorandum and Articles of Association dated 15th October 2003.
The Board of Trustees meets quarterly to monitor the charity's activities and performance, to determine strategy and attend to all other matters of governance.

Recruitment and appointment of trustees

Currently there are 3 Board members and there are plans to recruit additional board members. Board members have a range of skills with expertise including legal, marketing, charity Management and governance, business and customer service.

Trustee vacancies are advertised, and new Trustees are appointed by existing Trustees. All vacancies, including those for new Trustees, are advertised on our website. Members may be elected to the Board at the Annual General Meeting by the Trustees

The CEO has delegated authority to manage our overall organisation, including management and staffing, our procedures in financial and other matters, including conduct and discipline, learning and development, marketing, fundraising, and implementing strategy proposals and plans. Reporting to the Board the results of these at the quarterly meetings.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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 as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principle in the Charities SORP.
- make judgements and estimates that are reasonable and prudent.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue as a going concern.
- state whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) (effective 1st January 2019).

APPROVED ON BEHALF OF THE BOARD:

J Keegan - Trustee

Date: 5th December 2024

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report to the trustees on my examination of the accounts for the year ended 30 March 2024.

Responsibilities and basis of report
As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act') and the Charities Act 2011 ('the 2011 Act'). The trustees consider that an audit is not required for this year under section 144(2) of the Act and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement
Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of CIPFA, which is one of the listed bodies.

I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act: or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

MB

Matthew Brown, CPFA
Adding Value Consultancy Ltd
Accountants and Financial Management Consultants

Date: 5th December 2024

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

STATEMENT OF FINANCIAL ACTIVITIES (including Income & Expenditure) FOR THE YEAR ENDED 30th MARCH 2024

	Notes	2024 Unrestricted Funds £	2024 Restricted Funds £	**2024 Total Funds £**	2023 Total Funds restated £
INCOMING RESOURCES					
Incoming from:					
Donations and Legacies	3	0	0	**0**	(6,203)
Charitable Activities	4	369,539	36,274	**405,813**	557,828
Total Income		369,539	36,274	**405,813**	551,625
RESOURCES EXPENDED					
Expenditure on:					
Charitable Activities	5	411,039	36,274	**447,313**	540,368
Total Expenditure		411,039	36,274	**447,313**	540,368
Net Movement in Funds		**(41,500.00)**	**0.00**	**(41,500)**	11,257
FUNDS BROUGHT FORWARD		198,282	825	**199,107**	187,850
FUNDS CARRIED FORWARD		156,782	825	**157,607**	199,107

The notes on pages 13 to 20 form part of these accounts.

All the above amounts relate to the continuing activities of the charitable company.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD. company No 04946069

BALANCE SHEET AS AT 30th MARCH 2024

	Notes	2024 £	2023 restated £
FIXED ASSETS			
Tangible Assets	7	0	0
CURRENT ASSETS			
Work in progress	8	146,099	176,541
Debtors	9	74,124	89,252
Cash at Bank and in hand		64,282	72,751
		284,505	338,544
CREDITORS			
Amounts falling due within one year	10	(108,898)	(130,931)
NET CURRENT ASSETS		175,607	207,613
CREDITORS			
Amounts falling due after more one year	11	(18,000)	(8,506)
TOTAL NET ASSETS		**157,607**	**199,107**
FUNDS			
Unrestricted Funds	14	156,782	198,282
Restricted Funds	15	825	825
TOTAL FUNDS		**157,607**	**199,107**

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies' regime and in accordance with FRS102 SORP.

For the period covered by these accounts the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The trustees, who are the directors of the company, acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The notes on pages 13-20 form part of these financial statements

APPROVED ON BEHALF OF THE BOARD:

J Keegan - Trustee
Date: 5th December 2024.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30th MARCH 2024

1. Limited Liability

The organisation is a private company limited by guarantee without share capital. Each member's liability is limited to £5.

2. Accounting Policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) effective 1st January 2019.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

Going concern

At the time of approving the accounts the Trustees have a reasonable expectation, for the reasons outlined in the Annual Report, that the charitable company will be able to access adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Fund accounting

Unrestricted funds are the charitable company's free reserves available for the Trustees to apply in accordance with the charitable company's charitable objectives.
Restricted funds are subject to specific restrictive conditions imposed by the donor. All restricted funds are accounted for as restricted income and expenditure for the purposes is charged to the fund.

Income recognition

All income is recognised once the charitable company has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.
Donations and legacies comprise of donations and general grants which are recognised in the accounts when received, with the exception of known legacies which are accounted for when their receipt is certain.
Income from charitable activities is recognised on an accrual's basis except for grants receivable, which are recognised on the date on which their unconditional payment is confirmed by the donor.

Expenditure recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charitable company to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS (continued)

All expenditure is accounted for on an accrual basis. All expenses, including support costs and governance costs, are allocated or apportioned to the applicable expenditure headings in the Statement of Financial Activities. Support and governance costs are applied to unrestricted funds unless specifically included in the restrictions, as specified by the donor.

Expenditure on charitable activities relates to the operation of the charitable company comprising of direct charitable expenditure to meet the objectives of the charitable company. Support and governance costs relate to the management and operation of the organisation and also compliance with constitutional and statutory requirements in producing the annual report. These are dealt with in the Statement of Financial Activities when payment has been approved by the charitable company.

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.

Fixed Assets
Capital expenditure is stated in the balance sheet at cost less accumulated depreciation. Depreciation is provided to write off the cost of each asset over its expected useful life as below:

Office Equipment	33% per annum straight line basis

Work in progress
Work in progress is included in these accounts to reflect income for chargeable hours undertaken on cases which have not reached a conclusion at the year end. These hours are only included to the extent that they are fully recoverable.

Financial instruments
The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities
Financial liabilities are derecognized when the charitable company's contractual obligations expire or are discharged or cancelled.

Taxation
Income and gains are exempt from taxation as they are received and applied for charitable purposes only. The charitable company benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions.

Critical accounting estimates and judgements
In the application of the charitable company's accounting policies, the Trustees 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 on-going 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.

3. Income and endowments from:

	2024 Unrestricted Funds £	2024 Restricted Funds £	**2024 Total Funds £**	2023 Total Funds £
Donations and Gifts	0	0	**0**	(6,203)

4 Income from Charitable activities

	2024 Unrestricted Funds £	2024 Restricted Funds £	**2024 Total Funds £**	2023 Total Funds restated £
Contract income	351,413		**351,413**	239,171
Movement in WIP	- 30,441		**- 30,441**	176,540
Private sales income	8,408		**8,408**	75,355
AB Charitable Trust	30,000		**30,000**	15,000
Apprentice Inventice	-		**-**	3,000
Access to work grant	12		**12**	643
ATJ Community Justice Fund		-	**-**	14,698
Liverpool City Council - Community Re	10,147	-	**10,147**	10,147
National Lottery Awards for all		-	**-**	10,000
Steve Morgan Foundation		17,274	**17,274**	8,274
John Moores Foundation		5,000	**5,000**	5,000
Kindred	-	14,000	**14,000**	-
	369,539	36,274	**405,813**	557,828

5: Expenditure on charitable activities:

	Direct Charitable Expenditure	**Support and Givernance costs**	**Total 2024 £**	Total 2023 £
Provision of advice and advocacy in the area of employment law for the Merseyside Community	313,765	133,548	**447,313**	540,368

a. Analysed as follows:

	Total 2024 £	Total 2023 £
Direct charitable expenditure:		
Staff salary costs & NI	**258,148**	308,317
Pension	**4,584**	15,107
Volunteer expenses	**0**	0
Legal and consultancy fees	**39,188**	34,421
Direct legal expenses	**11,845**	0
Clients' compensation	**0**	71,291
	313,765	429,136

Support & Governance costs:	**Total 2024** £	Total 2023 £
Staff salary costs	**18,600**	18,600
Pension	**504**	504
Premises costs	**27,469**	21,964
Office costs	**8,618**	7,972
Travel expenses	**588**	131
Insurance	**4,581**	4,693
Training	**1,547**	13,294
Recruitment	**14,250**	0
Computer costs	**40,681**	34,782
Subscriptions	**6,368**	1,277
Staff welfare	**1,096**	1,343
Marketing	**816**	440
Bank charges	**250**	0
Loan interest	**1,881**	4,017
Payroll Fees	**0**	837
Independent examination	**1,380**	1,380
Other accountancy	**4,919**	0
	133,548	111,234

Total expenditure on charitable activities

Analysis by fund	**Total 2024** £	Total 2023 £
Unrestricted funds	**411,039**	474,395
Resticted funds	**36,274**	65,973
	447,313	540,368

6.Staff Costs

	2024 £	2023 £
Wages and Salaries	**260,626**	315,931
Social Security Costs	**16,122**	21,201
Pensions	**5,088**	6,792
	281,836	343,924

The average number of full-time equivalent employees during the period was as follows:

	2024	2023
Charitable Activities	**11.0**	9.0

No employee received emoluments of more than £60,000 during the year. (2023: none).
The trustees are not remunerated for their services and are not included above.

7 Tangible Fixed Assets

Costs	Office Equipment £	Total £
At 31 March 2023	6,282	**6,282**
Disposals	0	**0**
Additions	0	**0**
At 30 March 2024	6,282	**6,282**
Depreciation		
At 31 March 2023	6,282	**6,282**
On Disposals	0	**0**
Charge for the year	0	**0**
At 30 March 2024	6,282	**6,282**
Net Book Value		
At 30 March 2024	**0**	**0**
At 30 March 2023	0	0

8 Work in progress

	2024	2023 restated
	£	£
Work in progress	**146,099**	176,541

9 Debtors:

	2024	2023
	£	£
Trade Debtors	**65,667**	5,287
Other Debtors	**1,566**	80,393
Prepayments	**6,891**	3,572
	74,124	89,252

10 Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade Creditors	**12,034**	0
Accruals	**11,633**	45,673
Tax and Social Security	**42,291**	18,707
Other creditors	**14,349**	42,518
Loan (see note 12)	**28,591**	24,032
	108,898	130,930

Within tax creditors is an amount of £18,750 that is currently under query with HMRC.

11 Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Loan (see note 12)	**18,000**	8,506

12 Loans

	2024	2023
	£	£
Due within one year	**28,591**	24,032
Due between one to two years	**18,000**	8,506
	46,591	32,538

13 Analysis of Net Assets between Funds

Year ended 30th March 2024	Unrestricted Funds £	Restricted Funds £	**2024 Total £**	2023 Total restated £
Tangible fixed assets	0	0	0	0
Current assets (liabilities)	174,782	825	175,607	369,623
Creditors: due in more than one year	(18,000)		(18,000)	(8,506)
Creditors: due in more than one year				
	156,782	**825**	**157,607**	361,117

Year ended 30th March 2023	Unrestricted Funds £	Restricted Funds £	**2023 Total restated £**	2022 Total £
Tangible fixed assets	0	0	0	0
Current assets (liabilities)	206,788	825	207,613	220,388
Creditors: due in more than one year	(8,506)	0	(8,506)	(32,538)
Creditors: due in more than one year				
	198,282	**825**	**199,107**	187,850

14 Unrestricted Funds

Year ended 30th March 2024	Balance at 31st March 2023 restated	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 30th March 2024
	£	£	£	£	£
Unrestricted Funds	198,282	369,539	411,039	0	156,782
Unrestricted Funds	198,282	369,539	411,039	0	156,782

15 Restricted Funds

Year ended 30th March 2024	Balance at 31st March 2023	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 30th March 2024
	£	£	£	£	£
Steve Morgan Foundation	825	17,274	17,274	0	825
Kindred	0	14,000	14,000	0	0
John Moores Foundation	0	5,000	5,000	0	0
Restricted Funds	825	36,274	36,274	0	825

16: Operating Lease Commitments

There is a four- year lease commitment taken out in November 2018 in respect of a photocopier. Payments fall due as under:

	2024	2023
	£	£
Premises	0	1,097
Photocopier	730	345
Total due within one year	730	1,442

17: Contingent liabilities

There were no contingent liabilities as at 30th March 2023 (2022: none).

18: Related Parties

There were no material related party transactions during the year which require disclosure (2022: none).

19: Guarantees

As at 30th March 2024, 5 members had given a guarantee of £5 each in the event of the company winding-up, total: £25 (31st March 2023: 5 members £25).

20. Prior period adjustment

An adjustment has been made to the prior period resulting in a decrease in work in progress value by £31,080, a decrease in income from charitable activities and a corresponding decrease in funds brought forward by £31,080

EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales - Charity number 1101876

Accounts

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE PERIOD 1st APRIL 2022 TO 30th MARCH 2023

Company Number: 04946069

Charity Number: 1101876

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

CHARITY NAME
Equality and Employment Law Centre Ltd.

COMPANY NUMBER
04946069

CHARITY NUMBER
1101876

TRUSTEES/DIRECTORS
J Keegan
J Mannouch
S Ali
J Finnegan (resigned 1st April 2023)
L Thomas (resigned 1st April 2023)
S Branch (appointed 31st August 2023)

CHIEF EXECUTIVE OFFICER
J Ehlen

REGISTERED OFFICE
151 Dale Street,
Liverpool, England,
L2 2AH

BANKERS
Co-Operative Bank PLC
PO Box 250
Skelmersdale
WN8 6WT

INDEPENDENT EXAMINER
Matthew Brown, CPFA
Adding Value Consultancy Ltd
Studio 6, Bluecoat Chambers
School Lane
Liverpool
L1 3BX

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

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EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

CHAIR'S REPORT

I am pleased to present the annual report of our organisation for the year 2022/23. It has been a challenging but successful year for us, as we have continued to develop and grow our service and team in the face of unprecedented difficulties. We have come through the challenges of covid stronger and more resilient, improved our financial position and have ambitious plans for the future.

Our law centre is a not-for-profit organisation that specialises in providing legal advice and representation to people who face discrimination and inequality. Our staff specialise in the complex areas of discrimination and employment law. The organisation has two contracts for discrimination remote telephone advice and discrimination face-to-face legal advice. We also have an employment advice line for individuals who are not entitled to legal aid. Additionally, we provide HR, Equality and Employment Advice to not for profit organisations to enhance their understanding of their responsibilities as an employer, to avoid risks and to create fairer workplace environs.

Our organisation's success depends on attracting and retaining dedicated staff who are committed to a career in claimant legal work and fighting for justice for people who otherwise would not be able to afford it. We are committed to the career development of our staff and are very proud of our trainee solicitor apprenticeship programme, which offers a unique opportunity for aspiring lawyers to gain practical experience and qualifications. We are pleased to report that our organisation has secured funding from two sources to enhance our staff development and service delivery. Firstly, we have received a grant to enable us to access expert training from Pam Kenworthy OBE, a leading solicitor and mediator in the field of employment and discrimination law. Secondly, we have obtained funding from the Apprenticeship Levy Transfer Scheme to support our apprenticeship programme, and funding from Steve Morgan Foundation to enable a young apprentice to qualify as a solicitor.

The cost-of-living crisis has significantly impacted on us, resulting in the highest labour turnover we have ever experienced. Legal qualified staff are leaving for higher pay in the private sector, a competition we find difficult to match. To combat this, we must continue with our career development programme and focus on income generation to be able to improve pay and conditions for our dedicated and hardworking team.

We have also delivered a fantastic service for our clients, particularly through our remote telephone service, which enables clients to gain immediate access to legal advice, and our free employment advice line, which has enabled individuals who would not have otherwise known about legal aid to access legal services. Our team has continued to get excellent results for our clients despite the challenges and stress of bringing legal claims in a system that is underfunded, overstretched and under resourced. We also provide early legal advice to clients to prevent stressful litigation. Often, clients have no understanding of the legal system, have issued their own claims resulting in them being rescued and reformulated by our team to protect their legal position. County court claims often end up in the fast track or the multi-track presenting cost risks to clients. All in all, this presents very fast paced and complex systems and processes for our staff to follow, whilst at the same time working with clients who are not directly paying for the service, so managing expectations and dealing with vulnerable clients is highly challenging. We have to protect our staff from vicarious trauma as many of our clients have experienced hardship and injustice.

Despite these difficulties, we have not shied away from the challenges of delivering legal aid, which is underpaid and overly bureaucratic, but a vital service for our society. We are proud of the work we do and the impact we make on the lives of our clients and the wider community. We look forward to continuing our mission in the next year and beyond.

Joe Keegan (Chair of Trustees)

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

TRUSTEES' ANNUAL REPORT

The Trustees are pleased to present their annual report for the period 1st April 2022 to 30th March 2023 along with the financial statements.

The financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) (effective 1st January 2019).

Objectives

Our purpose is to challenge the poverty and inequality supporting individuals to secure equal access to their legal rights. The principal objectives of the charity as laid out in our governing document as follows:

The promotion of any charitable purpose for the benefit of the community in Merseyside and to:

- Relieve poverty by the provision of advice and advocacy in employment and discrimination law to those persons otherwise unable to access such advice and advocacy.
- Promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law
- Advance education by improving knowledge of employment and discrimination law and its operation of persons resident or employed in Merseyside
- The promotion of any charitable purpose for the benefit of the community

Our work enables individuals to exert their legal rights challenging discrimination and unfair treatment in the workplace and society. We are the only charitable organisation in Merseyside specialising solely in these critical areas of law.

Public Benefit

The Trustees confirm that they have referred to the Charity Commissioner's general guidance on public benefit when reviewing the Charity's Aims and Objectives.

All our charitable activities focus on the provision of legal advice and representation, helping people understand and exercise their legal rights, and are undertaken to further our charitable purposes for the public benefit. Our services are open to the public and free to our clients. We provide legal advice and representation across a wide range of legal areas that impact on people's everyday lives in significant ways. This work is not only of benefit to our individual clients but also to the wider community given the economic and social impact of our work. We also support charitable organisations that require employment or equality advice or training, helping to create fairer and more inclusive workplaces.

We measure our public benefit by:

- Monitoring the outcomes and impacts of our cases and services on our clients' lives.
- Collecting feedback from our clients and partners on their satisfaction and learning outcomes.
- Evaluating our performance against our strategic objectives and indicators.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

Our purpose and activities

The Law Centre is a charity that provides free and affordable specialist legal advice and representation to individuals in the complex areas of equality and employment law, and cover cases such as:

- age
- disability
- gender reassignment
- marriage or civil partnership (in employment only)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- Unfair dismissal
- Constructive Dismissal
- TUPE
- Whistleblowing
- Settlement grievance

The Law Centre's in house team of specialist solicitors deal with complex legal issues in both the Employment Tribunal and County Court that transform the lives of the people we work with, alleviating poverty and tackling discrimination in the workplace and wider society. We also provide advice to charity employers in the areas of employment and equality.

Vision

Our vision is to be recognised as the preferred specialist provider of Employment Law and Discrimination advice, HR, and Training & Development to individuals, non-profit, CIC, social enterprises and charitable organisations across England and Wales promoting a fairer and more equal society. We believe that everybody should be treated equally and with dignity and respect both in the workplace and society at large.

Our Legal Work

As part of our mission, we aim to Advance education by improving knowledge of employment and discrimination law and promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law.

Unfortunately, discrimination continues to be an ongoing problem. We have handled cases against private, public, and third sector employers who clearly do not understand their responsibilities under the Equality Act 2010. These employers fail to recognise that an employment or discrimination dispute has significant implications for their teams and for the claimant and their families and wider society.

As Martin Luther King Junior said, “**Injustice anywhere is a threat to justice everywhere**. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.” — Martin Luther King Jr.,
By promoting equality and preventing discrimination, organizations can create a more inclusive and diverse workplace, which can lead to increased employee satisfaction, productivity, and innovation.

Teamwork and Commitment and career development

Our team has worked tirelessly to meet the challenges 22/23 has presented. Their dedication and hard work have been instrumental in our ability to continue providing our much-needed specialist services. We would like to acknowledge the continued commitment of our staff, trustees and volunteers, who have been a pillar of support in these trying times.

We are committed to strengthening our team and continuing to support the apprenticeship programme and careers of our staff developing social justice claimant solicitors of the future . We believe in investing in our people, as they are the backbone of our organisation. Their growth translates into the growth of EAELC and the benefits the communities we serve.

Achievements and performance

Despite the challenges faced in the financial year 22/23, the organization has had a successful year. We have focused on the objectives set out in the last annual report and have achieved many of them, which will carry over into this year. However, our plans have been disrupted by labour turnover and an increased demand for our service. Here are some of our key achievements:

- Secured **£1.05 million** in damages for clients.
- For every £1 spent on the organisation, £1.90 was secured in damages for clients.
- Handled **1174 new cases**.
- Dealt with **6,200 telephone enquiries**.
- Achieved an **82% positive outcome for clients**.
- Maintained a **90.25% client satisfaction** rate.
- Processed **550 employment enquiries through our free advice line**.
- Qualified **1 trainee solicitor**.
- Supported **3 apprentices** on the solicitor apprenticeship scheme.
- Welcomed **10 new legal student volunteers**.
- Submitted **15 grant applications**, of which **6 were successful**.
- Returned a surplus and improved cash flow.
- Developed new partnerships with Social Trading Organizations
- Secured funding to provide clients with one-on-one motivational coaching to help them focus on their goals and ambitions and overcome challenges.

While our organization has achieved many of its objectives, there are still areas that require attention. The disruption caused by labour turnover and increased demand for our services has impacted our ability to focus on certain areas. Specifically, we have not been able to develop our website and social media plans or develop the Law Centre, as a national specialist hub for employment and discrimination, or continue our research work with universities . However, these will be priorities for the upcoming financial year.

Challenges

Our work across England and Wales has highlighted significant challenges that clients face. These challenges include difficulty accessing legal aid and finding advocacy or support for non-legal issues, particularly for clients with mental health conditions and neurodiversity.

At least 20% of the adult population in the UK may be diagnosed with neurological conditions such as autism, dyslexia, and attention deficit hyperactivity disorder (ADHD), which makes it harder for them to access legal services. Additionally, mental health represents the largest single cause of disability in the UK, with 1 in 6 people reporting a mental health condition at any one time.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

Services vary from region to region, and there are advice deserts and a lack of support for non-legal advice across many towns and cities in England and Wales.

For example, support for court is not available in all courts, and the provision of non-legal services for vulnerable people and legal advice varies from region to region. Not every city, region, or urban area has a law centre or services such as Mind or Autism support. Additionally, many third sector organizations are full to capacity, no longer taking new clients, or not even having one in certain areas. Many clients have complex and interlocking legal needs as well as health conditions, which makes it even more challenging for them to access legal services.

The difficulty in finding legal aid providers to assist them adds to the stress and challenges they already face. However, despite these challenges, you continue to serve highly vulnerable and marginalized clients. Legal aid, while a crucial resource, is highly bureaucratic and underfunded. It is essential to address the lack of funding and resources in the legal sector, which has led to a breakdown in society, with other underfunded and under-resourced sectors such as the NHS, mental health, court services, and charities also struggling to provide adequate support to those in need.

A significant ongoing challenge is the increasing delays in the Employment Tribunals and Civil Courts. A huge backlog has led to our clients waiting longer to get justice, often preventing them from moving on with their lives due to the stress of their employment or discrimination claim. This delay significantly disadvantages our clients and is an issue that needs urgent attention. The delays in court proceedings have resulted in cases taking longer to conclude or settle. Often, a respondent will not be willing to settle a case until they are forced to due to a legal deadline. This has further complicated our operations.

Furthermore, there remains a considerable time lag in receiving payment for work carried out under our Legal Aid contracts. Claims on Legal help cases can only be made once the case has been finally closed, often influenced by Legal deadlines set by the courts and out of our control. As we work our way out of the pandemic, managing our cash flow continues to be a top priority for our service. We continue to ensure that our billing procedures are such that claims are submitted as quickly and efficiently as possible. However, this means that cash flow continues to be a significant challenge and as a result, income and expenditure are carefully managed and monitored daily.

There needs to be a holistic and early intervention approach which is something we are committed to developing. Staff must also be protected against vicarious trauma as the situations they come across are heartbreaking and highlight the wider societal challenges including mental health crisis, NHS crisis, Legal Aid crisis, housing crisis, and social care crisis. Our work has shown that clients are struggling to find legal aid providers, particularly in areas such as community care, housing, and education. However, we have developed strong links with the Legal Aid Agency, particularly the Contract Management team, who are very supportive."

Despite these challenges we are committed to addresses the injustices our client face developing a more holistic approach to our services

FINANCIAL REVIEW

The overall total income in the year was £582,705 (2022: £644,547) of which £48,119 (2022: £28,679), related to funding for projects upon which restrictions are placed. Total expenditure in the year was £540,368 (2022: £433,552) leaving a surplus for the year of £42,337 (2022: £210,995)
As at 31st March 2023 the charitable company's reserves stood at a balance of £230,187 (2022: £187,850) of which £825 (2022: £18,679) represented restricted funds.

Risk Management

The Board of Trustees conducts regular reviews of risks to which the charity is exposed. There is a risk register that is updated and reviewed by the Board regularly. Systems and procedures which are in the Office Manual sets out all our policies and procedures in relation to risk management. Significant external risks have led to the development of a fundraising strategy and plans to diversity income generation activities.

There are policies in place to ensure legal compliance, health and safety compliance, cyber security. We successfully maintained our 3-year Specialist Quality mark in 2021.

The risk management strategy includes:

- A risk register.
- An annual review of risks
- Ongoing monitoring of risks
- Office Manual with policies and procedures
- A business continuity plan

Reserves Policy

It is the policy of the charitable company to maintain unrestricted funds, which are free reserves at a level to cover redundancy provision and allow the charity to continue to run its activities for three months should no further funding be received. As at the end of the financial year the unrestricted funds totaled £229,362. The charitable company requires £9,933 for redundancy provision, and £105,888 for three months' running costs, (total £115,821).

Plans for the Future

As we look to the future, we are aware of the continued uncertainty significantly affecting our clients, our staff, and society at large. However, we remain committed to our mission. We are driven to make a difference in people's lives and create positive social change.

We are driven to make a difference in people's lives and create positive social change.

We are committed to developing the next generation of Legal Aid claimant solicitors through career development, training and the solicitor apprenticeship programme.

Our ambition is to find like-minded partners with the same vision to collaborate to strengthen the legal offer to clients and strengthen our teams. Enhancing the services to clients, developing a holistic approach.

We are looking at innovative ways to attract legal professionals committed to developing a career in social justice.

To improve our productivity, we are focusing on our systems and processes and investing in IT infrastructure.

Additionally, we will be looking to at new ways to generate income through earned income increasing our surplus which will be re-invested back into our service.

We want to develop the law centre as a national central hub of expertise in the areas of employment and discrimination and to challenge the injustices that we see on a regular basis and raise awareness of these.

Given the challenging macroeconomic and geopolitical backdrop, it is difficult to predict the future with certainty. However, our progress is encouraging, and we are confident that by continuing to invest in our strategy, we will deliver for our clients, staff, suppliers, and communities.

We have come through so much already, and our solidarity will continue to deliver our services and continue to develop and grow to meet the ongoing demand for our vital services.

Structure, Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 23rd October 2003 (company number 04946069) and registered as a charity (charity number 1101876) on 3rd February 2004.

The Governing Instruments under which the charitable company operates comprise the Memorandum and Articles of Association dated 15th October 2003.
The Board of Trustees meets quarterly to monitor the charity's activities and performance, to determine strategy and attend to all other matters of governance.

Recruitment and appointment of trustees

Currently there are 3 Board members and there are plans to recruit additional board members. Board members have a range of skills with expertise including legal, marketing, charity Management and governance, business and customer service.

Trustee vacancies are advertised, and new Trustees are appointed by existing Trustees. All vacancies, including those for new Trustees, are advertised on our website. Members may be elected to the Board at the Annual General Meeting by the Trustees

The CEO has delegated authority to manage our overall organisation, including management and staffing, our procedures in financial and other matters, including conduct and discipline, learning and development, marketing, fundraising, and implementing strategy proposals and plans. Reporting to the Board the results of these at the quarterly meetings.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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 as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principle in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue as a going concern;
- state whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) (effective 1st January 2019).

APPROVED ON BEHALF OF THE BOARD:

J Keegan - Trustee

Date: 23rd January 2024

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report to the trustees on my examination of the accounts for the year ended 30 March 2023.

Responsibilities and basis of report
As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act') and the Charities Act 2011 ('the 2011 Act'). The trustees consider that an audit is not required for this year under section 144(2) of the Act and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement
Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of CIPFA, which is one of the listed bodies.

I have completed my examination. I can confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Matthew Brown, CPFA
Adding Value Consultancy Ltd
Accountants and Financial Management Consultants

Date: 23rd January 2024

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

STATEMENT OF FINANCIAL ACTIVITIES (including Income & Expenditure)
FOR THE PERIOD 1st APRIL 2022 TO 30th MARCH 2023

	Notes	2023 Unrestricted Funds £	2023 Restricted Funds £	**2023 Total Funds £**	2022 Total Funds £
INCOMING RESOURCES					
Incoming from:					
Donations and Legacies	**3**	(6,203)	0	**(6,203)**	7,508
Charitable Activities	**4**	540,789	48,119	**588,908**	637,039
Total Income		534,586	48,119	**582,705**	644,547
RESOURCES EXPENDED					
Expenditure on:					
Charitable Activities	**5**	474,395	65,973	**540,368**	433,552
Total Expenditure		474,395	65,973	**540,368**	433,552
Net Movement in Funds		**60,191**	**(17,854)**	**42,337**	210,995
FUNDS BROUGHT FORWARD		169,171	18,679	**187,850**	(23,145)
FUNDS CARRIED FORWARD		229,362	825	**230,187**	187,850

The notes on pages 15 to 24 form part of these accounts.

All the above amounts relate to the continuing activities of the charitable company.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD. company No 04946069
BALANCE SHEET AS AT 30th MARCH 2023

	Notes	2023 £	2022 £
FIXED ASSETS			
Tangible Assets	**6**	0	0
CURRENT ASSETS			
Work in progress	**7**	207,620	232,106
Debtors	**8**	89,252	69,336
Cash at Bank and in hand		72,751	62,436
		369,623	363,878
CREDITORS			
Amounts falling due within one year	**9**	(130,931)	(143,490)
NET CURRENT ASSETS		238,692	220,388
CREDITORS			
Amounts falling due after more one year	**11**	(8,506)	(32,538)
TOTAL NET ASSETS		**230,187**	**187,850**
FUNDS			
Unrestricted Funds	**13**	229,362	169,171
Restricted Funds	**14**	825	18,679
TOTAL FUNDS		**230,187**	**187,850**

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies' regime and in accordance with FRS102 SORP.

For the period covered by these accounts the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The trustees, who are the directors of the company, acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

APPROVED ON BEHALF OF THE BOARD:

J Keegan - Trustee
Date: 23rd January 2024.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30th MARCH 2023

	Note	30th March 23	31st March 22
Cashflows from operating activities		£	£
Cash (used)/generated from operations	15	10,315	31,654
Net cash (used in) investing activities		0	0
Net cash generated from financing activities		0	0
Net increase in cash and cash equivalents		10,315	31,654
Cash and cash equivalents at beginning of year		62,436	30,782
Cash and cash equivalents at end of year		**72,751**	**62,436**

represented by:	30th March 23	31st March 22
	£	£
cash at bank and in hand	72,751	62,436

1. Limited Liability

The organisation is a private company limited by guarantee without share capital. Each member's liability is limited to £5.

2. Accounting Policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) effective 1st January 2019.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

Going concern

At the time of approving the accounts the Trustees have a reasonable expectation, for the reasons outlined in the Annual Report, that the charitable company will be able to access adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Fund accounting

Unrestricted funds are the charitable company's free reserves available for the Trustees to apply in accordance with the charitable company's charitable objectives.
Restricted funds are subject to specific restrictive conditions imposed by the donor. All restricted funds are accounted for as restricted income and expenditure for the purposes is charged to the fund.

Income recognition

All income is recognised once the charitable company has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.
Donations and legacies comprise of donations and general grants which are recognised in the accounts when received, with the exception of known legacies which are accounted for when their receipt is certain.
Income from charitable activities is recognised on an accrual's basis except for grants receivable, which are recognised on the date on which their unconditional payment is confirmed by the donor.

Expenditure recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charitable company to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accrual basis. All expenses, including support costs and governance costs, are allocated or apportioned to the applicable expenditure headings in the Statement of Financial Activities. Support and governance costs are applied to unrestricted funds unless specifically included in the restrictions, as specified by the donor.

Expenditure on charitable activities relates to the operation of the charitable company comprising of direct charitable expenditure to meet the objectives of the charitable company. Support and governance costs relate to the management and operation of the organisation and also compliance with constitutional and statutory requirements in producing the annual report. These are dealt with in the Statement of Financial Activities when payment has been approved by the charitable company.

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.

Fixed Assets
Capital expenditure is stated in the balance sheet at cost less accumulated depreciation. Depreciation is provided to write off the cost of each asset over its expected useful life as below:

Office Equipment	33% per annum straight line basis

Work in progress
Work in progress is included in these accounts to reflect income for chargeable hours undertaken on cases which have not reached a conclusion at the year end. These hours are only included to the extent that they are fully recoverable.

Financial instruments
The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities
Financial liabilities are derecognized when the charitable company's contractual obligations expire or are discharged or cancelled.

Taxation
Income and gains are exempt from taxation as they are received and applied for charitable purposes only. The charitable company benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions.

Critical accounting estimates and judgements
In the application of the charitable company's accounting policies, the Trustees 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 on-going 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.

3. Income and endowments from:

	2023 Unrestricted Funds £	2023 Restricted Funds £	**2023 Total Funds £**	2022 Total Funds £
Donations and Gifts	(6,203)	0	**(6,203)**	7,508

Donations that were anticipated in prior year but remain unpaid have been written off.

4 Income from Charitable activities

	2023 Unrestricted Funds £	2023 Restricted Funds £	**2023 Total Funds £**	2022 Total Funds £
Contract income	239,171		**239,171**	470,439
Contract income (WIP)	207,620		**207,620**	110,862
Private sales income	75,355		**75,355**	27,059
AB Charitable Trust	15,000		**15,000**	
Apprentice Inventice	3,000		**3,000**	
Access to work grant	643		**643**	
ATJ Community Justice Fund		14,698	**14,698**	
Liverpool City Council - Community Resource Grant		10,147	**10,147**	11,179
National Lottery Awards for all		10,000	**10,000**	
Steve Morgan Foundation		8,274	**8,274**	
John Moores Foundation		5,000	**5,000**	
First Ark Social Investment	-	-	**-**	7,500
Social Investment Business Growth Fund	-	-	**-**	10,000
	540,789	48,119	**588,908**	637,039

5: Expenditure on charitable activities:

	Direct Charitable Expenditure	**Support and Givernance costs**	**Total 2023 £**	Total 2022 £
Provision of advice and advocacy in the area of employment law for the Merseyside Community	429,135	111,233	**540,368**	433,552

a. Analysed as follows:

	Total 2023 £	Total 2022 £
Direct charitable expenditure:		
Staff salary costs	**308,317**	274,367
Pension	**15,107**	4,768
Volunteer expenses	**0**	0
Legal and consultancy fees	**34,421**	49,009
Discounts	**0**	1,078
Clients' compensation	**71,291**	2,911
	429,135	332,133

Support & Governance costs:	**Total 2023**	Total 2022
	£	£
Staff salary costs	**18,600**	18,600
Pension	**504**	504
Running costs	**21,964**	28,075
Office costs	**7,972**	9,962
Travel expenses	**131**	69
Insurance	**4,693**	4,685
Training	**13,294**	6,106
Recruitment	**0**	3,000
Computer costs	**34,782**	19,052
Subscriptions	**1,277**	80
Staff welfare	**1,343**	2,867
Marketing	**440**	447
Bank charges	**0**	37
Loan interest	**4,017**	5,902
Payroll Fees	**837**	709
Accountancy	**1,380**	1,270
Depreciation	**0**	57
	111,233	101,419

Total expenditure on charitable activities

Analysis by fund	**Total 2023**	Total 2022
	£	£
Unrestricted funds	**474,395**	2,345
Resticted funds	**65,973**	253,463
	540,368	255,808

b. Staff Costs

	2023	2022
	£	£
Wages and Salaries	**315,931**	276,334
Social Security Costs	**21,201**	16,633
Pensions	**6,792**	5,272
	343,924	298,239

The average number of full-time equivalent employees during the period was as follows:

	2023	2022
Charitable Activities	**9.0**	12.5

No employee received emoluments of more than £60,000 during the year. (2022: none).
The trustees are not remunerated for their services and are not included above.

6. Tangible Fixed Assets

Costs	Office Equipment £	Total £
At 1 April 2022	6,282	**6,282**
Disposals	0	**0**
Additions	0	**0**
At 31 March 2023	6,282	**6,282**
Depreciation		
At 1 April 2022	6,282	**6,282**
On Disposals	0	**0**
Charge for the year	0	**0**
At 31 March 2023	6,282	**6,282**
Net Book Value		
At 31 March 2023	**0**	**0**
At 31 March 2022	0	0

7: Work in progress

	2023	2022
	£	£
Work in progress	**207,620**	232,106

8: Debtors:

	2023	2022
	£	£
Debtors	**5,287**	31,798
Other Debtors	**80,393**	37,538
Prepayments	**3,572**	
	89,252	69,336

9: Creditors: amounts falling due within one year

	2023	2022
	£	£
Accruals	**45,673**	60,689
Tax and Social Security	**18,707**	28,101
Other creditors	**42,143**	32,726
Loan (see note 10)	**24,032**	21,974
	130,556	143,490

10: Loans

The following capital repayments are included within creditors:

	2023	2022
	£	£
Due within one year	**24,032**	21,974
Due between one to two years	**8,506**	22,107
Due between two to five years	**0**	10,431
	32,538	54,512

The sum of £84,000 was advanced by First Ark Social Investment on an unsecured basis, repayable over five years with interest being charged at the rate of 9% per annum. An eighteen-months capital holiday period was granted, commencing April 2018. This was extended in August 2019 for capital repayments to commence in October 2020. At 30th March 2023 the remaining balance of £32,538 is outstanding.

11: Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Loan (see note 10)	**8,506**	32,538

12: Analysis of Net Assets between Funds

Period 1st April 2022 to 31st March 2023	Unrestricted Funds £	Restricted Funds £	**2023 Total £**	2022 Total £
Tangible fixed assets	0	0	0	0
Current assets (liabilities)	368,798	825	369,623	220,388
Creditors: due in more than one year	(8,506)		(8,506)	(32,538)
Creditors: due in more than one year				32,538
	360,293	**825**	**361,118**	187,850

Period 1st April 2021 to 31st March 2022	Unrestricted Funds £	Restricted Funds £	**2023 Total £**	2022 Total £
Tangible fixed assets	0	0	0	0
Current assets (liabilities)	201,709	18,679	220,388	220,388
Creditors: due in more than one year	(32,538)	0	(32,538)	(32,538)
Creditors: due in more than one year				(187,850)
	169,171	**18,679**	**187,850**	187,850

13: Unrestricted Funds

Period 1st April 2022 to 31st March 2023	Balance at 1st April 2022	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 31st March 2023
	£	£	£	£	£
Unrestricted Funds	169,171	534,586	474,395	0	229,362
Unrestricted Funds	**169,171**	**534,586**	**474,395**	**0**	**229,362**

Period 1st April 2021 to 31st March 2022	Balance at 1st April 2022	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 31st March 2023
	£	£	£	£	£
General Funds	(23,145)	615,868	423,552	0	169,171
Unrestricted Funds	**(23,145)**	**615,868**	**423,552**	**0**	**169,171**

General Fund is used to finance the charitable company's general activities as outlined in the Trustees' Report

14: Restricted Funds

Period 1st April 2022 to 31st March 2023	Balance at 1st April 2022	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 31st March 2023
	£	£	£	£	£
First Ark Social Investment	7,500	0	7,500	0	0
Liverpool City Council Community Resource Grant	11,179	10,147	21,326	0	0
Steve Morgan Foundation	0	8,274	7,449	0	825
ATJ Community Justice Fund	0	14,698	14,698	0	0
National Lottery Awards for all	0	10,000	10,000	0	0
John Moores Foundation	0	5,000	5,000	0	0
					0
Restricted Funds	**18,679**	**48,119**	**65,973**	**0**	**825**

Period 1st April 2021 to 31st March 2022	Balance at 1st April 2022	Incoming Resources	Resources Expended	Transfers between Funds	Balance at 31st March 2023
	£	£	£	£	£
First Ark Social Investment	0	7,500	0	0	7,500
Liverpool City Council Community Resource Grant	0	11,179	0	0	11,179
Social Investment Business Growth Fund	0	10,000	10,000	0	0
Restricted Funds	**0**	**28,679**	**10,000**	**0**	**18,679**

15.Cash generated from operations

	2023	2022
	£	£
Surplus for the year	42,337	210,095
Adjustment for:		
Depreciation	0	57
Loss on disposal of equipment	0	0
Movements in working capital:		
Decrease/(increase) in work in progress	24,486	(110,833)
(Increase)/decrease in debtors	(19,916)	(68,676)
Increase/(decrease) in creditors	(12,559)	22,085
Increase/(decrease) in creditors amounts falling due after more than one year	(24,032)	(21,974)
Cash generated from operations	**10,315**	31,654

16: Operating Lease Commitments

The organisation has a licence commitment in relation to rental of premises at 151 Dale Street dated May 2018; the licence has a one-month notice clause. Also, there is a four year lease commitment taken out in November 2018 in respect of a photocopier. Payments fall due as under:

	2023	2022
	£	£
Premises	0	1,097
Photocopier	0	345
Total due within one year	0	1,442
Total due within one to two years	0	0
	0	1,442

17: Contingent liabilities

There were no contingent liabilities as at 30th March 2023 (2022: none).

18: Related Parties

There were no material related party transactions during the year which require disclosure (2022: none).

19: Guarantees

As at 30th March 2023, 5 members had given a guarantee of £5 each in the event of the company winding-up, total: £25 (31st March 2022: 4 members £20).

EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales - Charity number 1101876

Accounts

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE PERIOD 30TH MARCH 2021 TO 31ST MARCH 2022

Company Number: 04946069

Charity Number: 1101876

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

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Chair's Report

2021 /2022 continued to be a year of volatility and uncertainty as we navigated our way out of the pandemic and through the economic downturn.

We are driven to make a difference to people's lives and create positive social change. Demand for our services has been constant and unrelenting as many of our clients are living with poverty and/or another disadvantage. Despite the significant and ongoing challenges, EAELC has had a hugely successful year securing over £1.2 million in damages for our clients. We have navigated our way out of the pandemic and economic downturn. It has not simply survived the pandemic, it has thrived and delivered outstanding results for our clients and beneficiaries showing immense resilience. Furthermore, we have continued to invest in developing social justice solicitors of the future with our trainee solicitor and solicitor apprenticeship programmes. We have continued to produce work of consistently high standards which is, as ever, is down to the focus, expertise and hard work put in by everyone at EAALC - our staff and Board of Trustees - and the support of our friends, partners, and funders.

Looking ahead, we see continued uncertainty significantly affecting the economic environment, our clients, our staff, and society. The pressure on living costs is increasing and being compounded by a combination of factors including the economic impact of the pandemic, rising inflation and energy prices. While this creates uncertainties as we look ahead, we remain focused on developing our team, and making necessary cost savings, growing our income and surplus which, we will reinvest in providing our free service.
Given the challenging macroeconomic and geopolitical backdrop, it is difficult to predict the shape of future with certainty, but our progress is encouraging, and I am confident that by continuing to invest in our strategy we will deliver for our clients, staff, suppliers, and communities. We have come through so much already and our solidarity will continue to carry us through.

Joe Keegan (Chair of Trustees)

The Trustees are pleased to present their annual report for the period 30th March 2021 to 31st March 2022 along with the financial statements.

T The financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) (effective 1st January 2019).

Objectives

Our purpose is to challenge the poverty and inequality supporting individuals to secure equal access to their legal rights. The principal objectives of the charity as laid out in our governing document as follows:
The promotion of any charitable purpose for the benefit of the community in Merseyside and to:

- Relieve poverty by the provision of advice and advocacy in employment and discrimination law to those persons otherwise unable to access such advice and advocacy.
- Promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law
- Advance education by improving knowledge of employment and discrimination law and its operation of persons resident or employed in Merseyside
- The promotion of any charitable purpose for the benefit of the community

Our work enables individuals to exert their legal rights challenging discrimination and unfair treatment in the workplace and society. We are the only charitable organisation in Merseyside specialising solely in these critical areas of law.

Public Benefit

The Trustees confirm that they have referred to the Charity Commissioner's general guidance on public benefit when reviewing the Charity's Aims and Objectives.

All our charitable activities focus on the provision of legal advice and representation, helping people understand and exercise their legal rights, and are undertaken to further our charitable purposes for the public benefit. Our services are open to the public and free to our clients. We provide legal advice and representation across a wide range of legal areas that impact on people' s everyday lives in significant ways. This work is not only of benefit to our individual clients but also to the wider community given the economic and social impact of our work. We also support charitable organisations that require employment or equality advice or training, helping to create fairer and more inclusive workplaces.

ACHIEVEMENTS, IMPACT AND PERFORMANCE

Our purpose and activities

The Law Centre is a charity that provides free and affordable specialist legal advice and representation to individuals in the complex areas of equality and employment law, and cover cases such as:

- age
- disability
- gender reassignment
- marriage or civil partnership (in employment only)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- Unfair dismissal
- Constructive Dismissal
- TUPE
- Whistleblowing
- Settlement grievance

The Law Centre's in house team of specialist solicitors deal with complex legal issues in both the Employment Tribunal and County Court that transform the lives of the people we work with, alleviating poverty and tackling discrimination in the workplace and wider society. We also provide advice to charity employers in the areas of employment and equality.

Vision

Our vision is to be recognised as the preferred specialist provider of Employment Law and Discrimination advice, HR, and Training & Development to individuals, non-profit, CIC, social enterprises and charitable organisations across England and Wales promoting a fairer and more equal society. We believe that everybody should be treated equally and with dignity and respect both in the workplace and society at large.

Achievements and performance

The centre has continued to go from strength to strength over the past 12 months demonstrating a commitment to providing high quality legal advice. Achieving many successful outcomes for clients ranging from financial settlements secured for clients in excess of £1.2 million, reasonable adjustments implemented by employers or service providers, clients having their rights vindicated, clients retaining their job's or to being better equipped to handle their workplace disputes. Furthermore, we also provide free legal advice and support to charity organisations to resolve employment related matters fairly and professionally preventing risks and creating fairer more inclusive workplaces.

Our solicitor-led team supervise and develop our team of legal advisors who range from Law graduates, trainee solicitors and solicitor apprentices. Expert legal training is also delivered by our specialist legal advisor Pam Kenworthy OBE. The following highlights from the past year help to summarise our work and achievements:

- 1118 new cases opened

- £1.2 million in damages secured for our clients
- 5708 telephone client enquiries processed
- 89% of cases closed resulted in a positive outcome
- 94% User satisfaction
- 5 cases were won at the Employment Tribunal
- 1 of our trainees qualified as a solicitor
- 3 solicitor apprentices employed and passed exams
- Specialist Quality Mark achieved
- Created two new apprenticeships: Customer Service and Fundraising
- 1 of 3 specialist advisors for Legal Aid remote telephone discrimination contract
- For every £1 spent on running the organisation we have generated £2.40 in damages for clients
- Collaborated with Local Universities to offer volunteering opportunities for Law students
- Developed a robust fundraising strategy and plan

Recruited 3 new solicitors one specialising in housing law

FINANCIAL REVIEW

The centre has undergone a remarkable turnaround and is in a much more financially durable position than previous years. However, cash flow continues to be a significant challenge. In line with our plans, we have:

- Increased income in 2021-22 by 25 % on previous year achieving a significant increase in surplus which is reinvested in providing our services
- Work in progress has increased by 92% on previous year due to a combination of factors: state of the art case management system and highly experienced discrimination and employment legal team
- We have achieved the financial targets set for the year

However there remains a considerable time lag in receiving payment for work carried out under our Legal Aid contracts, with claims on Legal help cases only able to be made once the case has been finally closed, often influenced by Legal deadlines set by the courts and out of our control (Work in progress £110,862). As we work our way out of the pandemic managing our cash flow continues to be a top priority for our service. We continue to ensure that our billing procedures are submitted as quickly and efficiently as possible.

Income and expenditure are carefully managed and monitored daily. In 2020/2021 we received £80,000 in much needed financial support from the Community Justice Foundation however we were not as fortunate in 2021/2022 as our bid to them was unsuccessful.

In September 2021 we recruited a fundraising apprentice to enable us to apply for funding from trusts and foundations and the National Lottery. These grants are to support our running costs, fund essential equipment and enhance our cashflow. We successfully secured from grants and trusts from a number of funders in this financial year.

In addition, we have received one-off donations from individual supporters. Looking ahead, we want to enhance our fundraising activities whilst at the same time, as a social trading organisation increase our income from private clients and services to charity organisations.

This includes providing specialist information, advice and training to other organisations and service providers.

Overall total income in the year was £644,547 (2021: £366,816) of which £28,679 (2021: £123,922), related to funding for projects upon which restrictions are placed. The overall income includes the movement of the work in progress £110,862 (2021: £121,273) for chargeable hours undertaken on cases which have not reached a conclusion at the year end.

Total expenditure in the year was £433,552 (2021: £357,305) leaving a surplus for the year of £210,995 (2021: surplus £9,511)

At 31st March 2022 the charitable company's reserves stood at a surplus balance of £187,850 (2021: deficit £23,145) of which £18,679 (2021: £nil) represented restricted funds.

Risk Management

The Board of Trustees conducts regular reviews of risks to which the charity is exposed. There is a risk register that is updated and reviewed by the Board regularly. Systems and procedures which are in the Office Manual sets out all our policies and procedures in relation to risk management. Significant external risks have led to the development of a fundraising strategy and plans to diversity income generation activities.

There are policies in place to ensure legal compliance, health and safety compliance, cyber security. We successfully maintained our 3-year Specialist Quality mark in 2021.

The risk management strategy includes:

- A risk registers
- An annual review of risks
- Ongoing monitoring of risks
- Office Manual with policies and procedures
- A business continuity plan

Reserves Policy

It is the policy of the charitable company to maintain unrestricted funds, which are free reserves at a level to cover redundancy provision and allows the charity to continue to run its activities for three months should no further funding be received.

As at the end of the financial year the unrestricted funds totalled £169,171. The charitable company requires £9,933 for redundancy provision, and £105,888 for three months running costs, (total £115,821).

PLANS FOR THE FUTURE

The Centre will continue to specialise in providing legal advice and representation in the areas of employment and equality law. Our plans for the future include:

Income generation

We will continue to focus on earned income generation to support our running costs and we will continue to provide free employment and discrimination advise. We do this through increasing our private work and chargeable work to third sector employers and training services to other organisations.

Legal Aid contracts
We hold two Legal Aid contracts which have been extended and which we intend to bid for when they expire in 2024. We will continue to build good relationships with the Legal Aid Agency and grow our income through these contracts. Additionally, we will continue to pursue the Legal Aid reforms required to improve these bureaucratic low paid but much needed contacts for our vulnerable clients.

Partnership working
Growing partnerships within the Legal sector to develop collaboration which will enhance our work and improve our profile.

Fundraising
We will continue to apply to grants and trusts developing an attractive proposition for funders.
Grow donations from individual giving, events, and other funding activities.

Research
We will continue to work with universities on relevant research projects related to employment or discrimination working collaboratively on topical issues.

Growing our in-house talent and career development
We will continue to support the career development of our team through ongoing master classes, apprenticeships, and training contracts.

Workplace development
Our people are of vital importance and as such we will continue to run our employee engagement programme, coaching, supervision, career development and well-being programmes along with reviewing our systems processes and procedures to ensure that we have supportive working climate and organisational culture.

We will also continue to grow our volunteer programme collaborating with universities and our local community.

Develop the Law Centre as a national specialist hub for employment and discrimination
Due to the increasing demand for specialist employment and discrimination advice combined with the advice deserts across the country we want to explore how we can better provide access across England and Wales as other law centre struggle to provide employment or discrimination advice. Furthermore, it is increasingly difficult for organisations to recruit experienced discrimination solicitors and Legal Aid supervisors.

Digital marketing, agile working, and website development
We want to continue benefit from the opportunities Covid 19 presented to work in a more agile way. Our website needs updating, and we need to actively market our services and raise our profile through channels and continued networking

STRUCTURE, GOVERNANCE AND MANAGEMENT

The organisation is a charitable company limited by guarantee, incorporated on 23rd October 2003 (company number 04946069) and registered as a charity (charity number 1101876) on 3rd February 2004.

The Governing Instruments under which the charitable company operates comprise the Memorandum and Articles of Association dated 15th October 2003.

The Board of Trustees meets quarterly to monitor the charity's activities and performance, to determine strategy and attend to all other matters of governance.

Recruitment and appointment of trustees

Currently there are 5 Board members and there are plans to recruit 3 new Board members. Board members have a range of skills with expertise including

- Legal
- Marketing
- Charity Management and governance
- Business
- Customer Service

Trustee vacancies are advertised, and new Trustees are appointed by existing Trustees. All vacancies, including those for new Trustees are advertised on our website. Members may be elected to the Board at the Annual General Meeting by the Trustees

The CEO has delegated authority to manage our overall organisation, including management and staffing, our procedures in financial and other matters, including conduct and discipline, learning and development, marketing, fundraising, and implementing strategy proposals and plans. Reporting to the Board the results of these at the quarterly meetings.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

TRUSTEES' ANNUAL REPORT FOR THE PERIOD 30TH MARCH 2021 TO 31ST MARCH 2022

REFERENCE AND ADMINISTRATIVE DETAILS

NAME:	Equality and Employment Law Centre Ltd.
COMPANY NUMBER	04946069
CHARITY NUMBER	1101876
REGISTERED OFFICE	151 Dale Street, Liverpool, England, L2 2AH
TRUSTEES:	J Finnegan J Keegan J Mannouch L Thomas S Ali
CHIEF EXECUTIVE OFFICER	J Ehlen
INDEPENDENT EXAMINER	Paula Sanchez ACCA LCVS, 151 Dale Street, Liverpool, L2 2AH
BANKERS:	Co-Operative Bank PLC P O Box 250 Skelmersdale WN8 6WT

ON BEHALF OF THE BOARD:

.....

J Keegan - Trustee

Date : .....29/11/22.....

MERSEYSIDE EMPLOYMENT LAW LIMITED
STATEMENT OF TRUSTEES' RESPONSIBILITIES

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 as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principle in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue as a going concern;
- state whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) (effective 1st January 2019).

ON BEHALF OF THE BOARD:

.....

J Keegan - Trustee

151 Dale Street,
Liverpool,
England,
L2 2AH

Date : 29/11/22

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

I report on the accounts of the charitable company for the period 30th March 2021 to 31st March 2022, which are set out on pages 12 to 24.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act, and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Name: **Mrs Paula Sanchez**

Relevant professional qualification or body: **ACCA**

Address: **c/o LCVS, 151 Dale Street, Liverpool, L2 2AH**

Dated: 30th Nov 2022

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

STATEMENT OF FINANCIAL ACTIVITIES (Including Income & Expenditure) FOR THE PERIOD 30TH MARCH 2021 TO 31ST MARCH 2022

	Notes	Unrestricted Funds 30/03/2021 to 31/03/2022	Restricted Funds 30/03/2021 to 31/03/2022	Total 30/03/2021 to 31/03/2022	Total 29/03/2021
Income and endowments from:		£	£	£	£
Donations and legacies	3a	7,508	-	7,508	-
Charitable activities	3b	608,360	28,679	637,039	366,816
Total income		**615,868**	**28,679**	**644,547**	**366,816**
Expenditure on:					
Charitable activities	4	423,552	10,000	433,552	357,305
Total expenditure		**423,552**	**10,000**	**433,552**	**357,305**
Net income, net movement in funds		**192,316**	**18,679**	**210,995**	**9,511**
Total funds brought forward	**12,13**	(23,145)	-	(23,145)	**(32,656)**
Total funds carried forward	**11-13**	**169,171**	**18,679**	**187,850**	**(23,145)**

The notes on pages 15 to 24 form part of these accounts.

All the above amounts relate to continuing activities of the charitable company.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD. Company No 04946069
BALANCE SHEET AS AT 31ST MARCH 2022

	Notes	31st March 2022		29th March 2021	
		£	£	£	£
Fixed assets					
Tangible fixed assets	5		-		57
Current assets					
Work in progress	6	232,106		121,273	
Debtors	7	69,336		660	
Cash at bank and in hand		62,436		30,782	
		363,878		152,715	
Current liabilities					
Creditors: amounts falling due within one year	8	(143,490)		(121,405)	
Net current assets			220,388		31,310
Total assets less current liabilities			**220,388**		**31,367**
Creditors: amounts falling due after more than one year	9		(32,538)		(54,512)
Net (liabilities)/assets			**187,850**		**(23,145)**
Funds:					
Unrestricted Funds	11, 12		169,171		(23,145)
Restricted funds	11, 13		18,679		-
			187,850		**(23,145)**

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies' regime and in accordance with FRS102 SORP.

For the period covered by these accounts the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The trustees, who are the directors of the company, acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

Approved by the Board on

.....

J Keegan – Trustee (Chair)

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	31st March 2022		29th March 2021	
		£	£	£	£
Cash flows from operating activities					
Cash (used)/generated from operations	15		31,654		7,143
Net cash (used in) investing activities			(-)		(-)
Net cash generated from financing activities			-		-
			---		---
Net Increase in cash and cash equivalents			**31,654**		**7,143**
Cash and cash equivalents at beginning of year			30,782		23,639
			---		---
Cash and cash equivalents at end of year			**62,436**		**30,782**
			=======		=======

Represented by:

	31st March 2022		29th March 2021	
	£	£	£	£
Cash at bank and in hand		**62,436**		**30,782**
		=======		=======

1. Limited Liability

The organisation is a private company limited by guarantee without share capital. Each member's liability is limited to £5.

2. Accounting Policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the charity's trust deed, the Charities Act 2011 and 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 published (FRS 102) effective 1st January 2019.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

Going concern

At the time of approving the accounts the Trustees have a reasonable expectation, for the reasons outlined in the Annual Report, that the charitable company will be able to access adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Fund accounting

Unrestricted funds are the charitable company's free reserves available for the Trustees to apply in accordance with the charitable company's charitable objectives.

Restricted funds are subject to specific restrictive conditions imposed by the donor. All restricted funds are accounted for as restricted income and expenditure for the purposes is charged to the fund.

Income recognition

All income is recognised once the charitable company has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Donations and legacies comprise of donations and general grants which are recognised in the accounts when received, with the exception of known legacies which are accounted for when their receipt is certain.

Income from charitable activities is recognised on an accrual's basis except for grants receivable, which are recognised on the date on which their unconditional payment is confirmed by the donor.

Expenditure recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charitable company to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accrual basis. All expenses, including support costs and governance costs, are allocated or apportioned to the applicable expenditure headings in the Statement of Financial Activities. Support and governance costs are applied to unrestricted funds unless specifically included in the restrictions, as specified by the donor.

Expenditure on charitable activities relates to the operation of the charitable company comprising of direct charitable expenditure to meet the objectives of the charitable company. Support and governance costs relate to the management and operation of the organisation and also compliance with constitutional and statutory requirements in producing the annual report. These are dealt with in the Statement of Financial Activities when payment has been approved by the charitable company.

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.

Fixed Assets

Capital expenditure is stated in the balance sheet at cost less accumulated depreciation. Depreciation is provided to write off the cost of each asset over its expected useful life as below:

Office Equipment	33% per annum straight line basis

Work in progress

Work in progress is included in these accounts to reflect income for chargeable hours undertaken on cases which have not reached a conclusion at the year end.

These hours are only included to the extent that they are fully recoverable.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

Taxation

Income and gains are exempt from taxation as they are received and applied for charitable purposes only. The charitable company benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the Trustees 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 on-going 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.

3. Income and endowments from:

	Unrestricted Funds 30/03/2021 to 31/03/2022	Restricted Funds 30/03/2021 to 31/03/2022	Total Funds 30/03/2021 to 31/03/2022	Total Funds 29/03/2021
a Donations and legacies	£	£	£	£
Donations	7,508	-	7,508	-

b. Charitable activities	£	£	£	£
Access to Justice Foundation	-			4,200
Contract income	470,439	-	470,439	98,939
Contract income (WIP)	110,862		110,862	121,273
Covid-19 business grant	-	-	-	10,000
First Ark Social Investment	-	7,500	7,500	10,000
HMRC Job Retention Scheme	-	-	-	10,286
Law Centre Federation	-	-	-	80,000
LCVS Community Impact Fund	-	-	-	2,000
Liverpool City Council - Community Resource Grant	-	11,179	11,179	10,147
Liverpool City Council – Ways to Work ILM Scheme	-	-	-	7,289
Private sales income	27,059	-	27,059	12,682
Social Investment Business Growth Fund	-	10,000	10,000	-
	608,360	**28,679**	**637,039**	**366,816**

Income from charitable activities in 2021 comprised £242,894 unrestricted funds and £123,922 restricted funds

4. Expenditure on charitable activities:

	Direct Charitable Expenditure £	Support & Governance Costs £	Total 30/03/2021 to 31/03/2022 £	Total 29/03/2021 £
Provision of advice and advocacy in the area of employment law for the Merseyside Community	332,133	101,419	**433,552**	**357,305**

a. Analysed as follows:

	30/03/2021 to 31/03/2022 £	29/03/2021 £
Direct charitable expenditure:		
Staff salary costs	274,367	197,203
Pension	4,768	2,670
Volunteer expenses	-	30
Legal and consultancy fees	49,009	19,360
Discounts	1,078	-
Clients' compensation	2,911	11,300
	332,133	**230,563**

Support & Governance costs:	£	£
Staff salary costs	18,600	36,500
Pension	504	744
Running costs	28,075	26,340
Office costs	9,962	8,341
Travel expenses	69	10
Insurance	4,685	8,123
Training	6,106	16,381
Recruitment	3,000	1,481
Computer costs	19,052	19,094
Subscriptions	80	-
Staff welfare	2,867	872
Marketing	447	440
Bank charges	37	17
Loan interest	5,902	4,861
Payroll Fees	706	638
Accountancy	1,270	1,000
Depreciation	57	1,900
	101,419	**126,742**
Total expenditure on charitable activities	**433,552**	**357,305**

£10,000 (2021: £123,922) of the above expenditure relates to restricted funding.

b. Staff Costs

	30/03/2021 to 31/03/2022	29/03/2021
	£	£
Gross wages and salaries	276,334	221,407
Social security costs	16,633	12,296
Pension	5,272	3,414
	298,239	**237,117**

c. Particulars of employees:
The average number of full-time equivalent employees during the period was as follows:

	30/03/2021 to 31/03/2022	29/03/2021
Charitable Activities	**12.5**	**10.0**

No employee received emoluments of more than £60,000 during the year. (2021: none)

The Trustees are not remunerated for their services and are not included in the above number of employees.

5. Tangible fixed assets

	Office Equipment	Total
Cost	**£**	**£**
Balance as at 30th March 2021	6,282	6,282
Additions during the period	-	-
Disposals during the period	(-)	(-)
Balance at 31st March 2022	**6,282**	**6,282**
Accumulated Depreciation		
Balance as at 30th March 2021	6,225	6,225
Charge for the period	57	57
Disposals during the period	(-)	(-)
Balance at 31st March 2022	**6,282**	**6,282**
Net Book Value at 31st March 2022	**-**	**-**
Net Book Value at 29th March 2021	57	57

6. Work in progress

	31st Mar 22	29th Mar 21
	£	£
Work in Progress	**232,106**	**121,273**

7. Debtors:

	31st Mar 22	29th Mar 21
	£	£
Debtors	31,798	660
Other Debtors	37,538	-
	69,336	**660**

8. Creditors: amounts falling due within one year

	31st Mar 22	29th Mar 21
	£	£
Accruals	60,689	34,445
Tax and Social security	28,101	22,308
Other creditors	32,726	44,563
Loan (see Note 10)	21,974	20,089
	143,490	**121,405**

9. Creditors: amounts falling due after more than one year

	31st Mar 22	29th Mar 21
	£	£
Loan (see Note 10)	**32,538**	**54,512**

10. Loans

The following capital repayments are included within creditors:

	31st Mar 22	29th Mar 21
	£	£
Due within one year	21,974	20,089
Due between one to two years	22,107	21,974
Due between two to five years	10,431	32,538
	54,512	**74,601**

The sum of £84,000 was advanced by First Ark Social Investment on an unsecured basis, repayable over five years with interest being charged at the rate of 9% per annum. An eighteen-months capital holiday period was granted, commencing April 2018.

This was extended in August 2019 for capital repayments to commence in October 2020. At 31st March 2022 the remaining balance of £54,512 is outstanding.

11. Analysis of Net Assets between Funds

Period 30th Mar 21 to 31st Mar 2022	Tangible fixed assets	Net current assets	Creditors: amounts falling due after more than one year	Total
Unrestricted Funds	£	£	£	£
General Fund	-	201,709	(32,538)	169,171
Restricted Funds:				
First Ark Social Investment	-	7,500	-	7,500
Liverpool City Council Community Resource Grant	-	11,179	-	11,179
	-	**18,679**	**(32,538)**	**18,679**
		220,388	**(32,538)**	**187,850**

Year end 29th Mar 2021	Tangible fixed assets	Net current assets	Creditors: amounts falling due after more than one year	Total
Unrestricted Funds	£	£	£	£
General Fund	57	31,310	(54,512)	(23,145)
Restricted Funds:	-	-	-	-
	57	**31,310**	**(54,512)**	**(23,145)**

12. Unrestricted Funds

Period 30th Mar 21 to 31st Mar 2022	Funds at beginning of period	Movement In the Period: Income	Expenditure	Funds at end of period
	£	£	£	£
General Fund	(23,145)	615,868	(423,552)	169,171

Year end 29th Mar 2021	Funds at beginning of year	Movement in the Year: Income	Expenditure	Funds at end of year
	£	£	£	£
General Fund	(32,656)	242,894	(233,383)	(23,145)

General Fund is used to finance the charitable company's general activities as outlined in the Trustees' Report.

13. Restricted Funds

Period 30th Mar 21 to 31st Mar 2022	Funds at beginning of period	Movement in the Period: Income	Expenditure	Funds at end of period
	£	£	£	£
First Ark Social Investment	-	7,500	(-)	7,500
Liverpool City Council Community Resource Grant	-	11,179	(-)	11,179
Social Investment Business Growth Fund	-	10,000	(10,000)	-
	-	28,679	(10,000)	18,679

Year end 29th Mar 2021	Funds at beginning of year	Movement in the Year: Income	Movement in the Year: Expenditure	Funds at end of year
	£	£	£	£
Access to Justice Foundation	-	4,200	(4,200)	-
First Ark Social Investment	-	10,000	(10,000)	-
HMRC Job Retention Scheme	-	10,286	(10,286)	-
Law Centre Federation	-	80,000	(80,000)	-
LCVS Community Impact Fund	-	2,000	(2,000)	-
Liverpool City Council Community Resource Grant	-	10,147	(10,147)	-
Liverpool City Council – Ways to Work ILM Scheme	-	7,289	(7,289)	-
		123,922	(123,922)	-

These are monies given to the charitable company to be spent at the discretion of the Board of Trustees for specific charitable purposes.

Access to Justice Foundation – Contribution towards Legal Aid Practitioners Group (LAPG) Management & Leadership Programme.

First Ark Social Investment – Contribution towards Legal Case management system

HMRC Job Retention Scheme – Contribution towards furloughed staff salary costs

Law Centre Federation – Contribution towards staff and running costs

LCVS Community Impact Fund – Contribution towards advice line costs for individuals

Liverpool City Council Community Resource Grant – Funding to provide specialist HR /Employment/Discrimination advice to employers.

	30/03/2021 to 31/03/2022	29/03/2021
	£	£
Salaries	-	3,744
Telephone and internet	-	4,822
Payroll	-	581
Accountancy	-	1,000
	-	**10,147**

Liverpool City Council – Ways to Work ILM Scheme – contribution towards salary placement costs.

Social Investment Business Growth Fund – Contribution towards the growth of the business

14. Operating Lease Commitments

The organisation has a licence commitment in relation to rental of premises at 151 Dale Street dated May 2018; the licence has a one-month notice clause. Also, there is a four-year lease commitment taken out in November 2018 in respect of a photocopier. Payments fall due as under:

	30/03/2021 to 31/03/2022	29/03/2021
	£	£
Premises	1,097	1,097
Photocopier	345	690
Total due within one year	1,442	1,787
Total due within one to two years	-	345
	1,442	**2,132**

15. Cash generated from operations

	2022	2021
	£	£
Surplus for the year	210,995	9,511
Adjustments for:		
Depreciation	57	1,900
Loss on disposal of equipment		
Movements in working capital:		
Decrease/(increase) in work in progress	(110,833)	(7,881)
(Increase)/decrease in debtors	(68,676)	4,340
Increase/(decrease) in creditors	22,085	19,362
Increase/(decrease) in creditors amounts falling due after more than one year	(21,974)	(20,089)
Cash generated from operations	**31,654**	**7,143**

16. Contingent Liabilities

There were no contingent liabilities as at 31st March 2022 (29th March 2021: none).

17. Related Parties

There were no material related party transactions during the year which require disclosure (2021: none).

18. Guarantees

As at 31st March 2022, 4 members had given a guarantee of £5 each in the event of the company winding-up, total: £20 (29th March 2021: 6 members £30).

EQUALITY AND EMPLOYMENT LAW CENTRE

England & Wales - Charity number 1101876

Accounts

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 29TH MARCH 2021

Company Number: 04946069

Charity Number: 1101876

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

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EQUALITY AND EMPLOYMENT LAW CENTRE LTD.
TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 29TH MARCH 2021

The Trustees are pleased to present their annual report for the year ended 29th March 2021 along with the financial statements.

The financial statements comply with the Charities Act 2011, Companies Act 2006, Accounting and Reporting by Charities; Statement of Recommended Practice (SORP 2015) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Foreword

Since the last annual report, the world has changed exponentially as the pandemic has taken hold. Covid-19 has had a real impact on communities, organisations working in those communities and on the work place itself. Many organisations have been able to adapt their services to support people during lockdown, but many have been unable to do so, owing to the nature of their business or service. Both employees and employers have been hard hit as well as service users of organisations in the public, education, third and private sectors. The pandemic has highlighted further inequalities as people have lost their jobs, incurred mounting debts, lost their housing and faced an uncertain and stressful future. Thankfully we have continued to operate during these challenging times, continuing to provide vital legal services and advice which we have done so for almost 20 years.

During the past year there has been a raft of legislation that has changed the way in which we live and work. Government guidelines have constantly changed over the past 12 months and in some instances, been as unpredictable as the pandemic itself. Resulting in ongoing ramifications for organisations, individuals, and society on every level. Demand for employment and discrimination advice has been constant throughout the pandemic and our team has worked consistently to keep up with these changes as we continue to operate in a VUCA (a volatile, uncertain complex and ambiguous world).

I would like to thank the Law Centre's staff, who have worked extremely hard, the team have been flexible throughout as we have continued to deliver the service. They will continue to build on all the hard work and initiatives that we have put in place to navigate the challenges of Covid 19.

Despite the challenges I am proud to report that we collaborated with Greenwich University Centre for Research in Employment and Work and published a report with foreword by Lord Lowe about Whistleblowing and Discrimination claims in the Employment Tribunal which was launched at a successful virtual event in December 2020.

Thanks also to our team of Trustees, who have played a major role in another transformative year and are other volunteers who continued to support. We would also like to thank Pam Kenworthy OBE for her ongoing support, invaluable pro-bono work and the excellent legal training she has delivered to our team.

Additionally, I would like to thank all our funders who have enabled us to continue operating during these tumultuous times:

- **Access to Justice Foundation**
- **Community Justice Fund**
- **First Ark Social Investment – LIVV**

- **HMRC Job Retention Scheme**
- **Law Centre Federation**
- **LCVS Community Impact Fund**
- **Liverpool City Council**
- **Be More -** Liverpool City Region Combined Authority
- **QVC**

As we turn our sights to the future and look ahead, we will continue to develop future-fit skills building expertise across the organisation in the complex areas of equality and employment law and organisational change to thrive in an ever-changing world, including agility and autonomy,

Our Purpose and Activities

The Law Centre is a charity (EAELC) that provides free legal advice and representation to people who would not otherwise have access to justice.

We specialise solely in employment and discrimination advice across England and Wales and our national reach means that we can support people in advice deserts – indeed we are often the only support available in this area of work across huge areas of the country, particularly outside of city centres.

We are a value led organisation and our Vision and mission are underpinned and characterized by strong and clearly communicated Values.

Vision

Our vision is to be recognised as the preferred specialist provider of Employment Law and Discrimination advice, HR, and Training & Development to individuals, non-profit, CIC, social enterprises and charitable organisations across England and Wales, promoting a fairer and more equal society. We believe that everybody should be treated equally and with dignity and respect both in the workplace and society at large.

Objectives

The principal objectives of the charity as laid out in our governing document are:
The promotion of any charitable purpose for the benefit of the community in Merseyside and to:

- Relieve poverty by the provision of advice and advocacy in employment and discrimination law to those persons otherwise unable to access such advice and advocacy
- Promote the efficiency and effectiveness of charities by the provision of advice and training in employment and discrimination law
- Advance education by improving knowledge of employment and discrimination law and its operation of persons resident or employed in Merseyside
- The promotion of any charitable purpose for the benefit of the community

Main objectives for the year were:

1. Develop a robust fundraising strategy and plan to plug the shortfall in earned income
2. Recruit, develop and retain employment/discrimination solicitors
3. Set and achieve a budget which enables us to continue to stay open

4. Secure funding to procure a new case management system
5. Attract new Board members with appropriate skill set
6. Support our team to enrol onto the advanced legal apprenticeships to become qualified solicitors
7. Support two trainee solicitors through to qualification
8. Retain the Legal Aid discrimination contracts
9. Secure funding to continue our learning and development programme
10. Become a Psychologically Informed Environment through specialist training
11. Continue to work with the Universities both with volunteering projects and research projects
12. Build and maintain effective partnerships with like-minded organisations that share our values
13. Be active members of the Law Centre network
14. Continue our employee engagement programme
15. Actively market our services through digital channels and networking

Public Benefit

The Trustees confirm that they have referred to the Charity Commissioner's general guidance on public benefit when reviewing the Charity's Aims and Objectives.

All our charitable activities focus on the provision of legal advice and representation, helping people exercise their legal rights, and advancing education by improving knowledge of employment and discrimination law.

The Trustees consider that the aims and objectives described in this report enable it to meet its obligations to the Charity Commission through the provision of high-quality legal advice and representation which benefits individuals but also the wider community given the economic and social impact of our work.

ACHIEVEMENTS, IMPACT AND PERFORMANCE

In accordance with our objectives our main activities during the past year have been:

- To provide specialist legal advice in employment and discrimination either remotely or face to face, online or virtually, in order that clients can access justice and so that clients can have the confidence to assert their rights:

The law centre is a member of the Law Centre Network and is committed to working in a collaborative way with our partners across the third, public and private sectors.

We have run employment tribunal cases in all the protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sexual orientation

We have also handled cases of:

- Whistleblowing
- Unfair dismissal
- Redundancy
- TUPE
- Breach of contract

We have also handled discrimination cases in the following sectors:

- Education
- Consumer
- Public services
- Third sector
- Housing

Positive Outcomes have varied from

- Clients asserted their legal rights
- Reasonable adjustments
- Financial compensation
- Reinstatement in employment
- Disciplinary sanctions revoked
- Grievances upheld
- Other party action prevented
- Work related references secured
- Explanation or apology obtained for client
- Early intervention preventing stressful and protracted legal action

Achievements and performance

- We worked with over 1500 clients
- We delivered a remote telephone legal advice service throughout the pandemic
- Secured funding to invest in a new case management system
- Secured funding to support our running costs, ITC equipment, training and consultancy
- 4 members of staff joined the Solicitor Apprenticeship programme
- 2 members of staff have training contracts and qualify in 2021/2022
- 2 employment discrimination cases were won in Employment Tribunal
- We have joined the newly formed Liverpool Advice Network
- Secured Apprentice Levy transfer from QVC
- Won the Legal Aid national remote discrimination contract
- Recruited two specialist solicitors
- Attracted 3 new board members
- Set and achieved a budget which resulted in a small surplus
- Secured funding to deliver specialist Psychologically Informed Environment for our team
- Secured funding to deliver specialist technical legal training
- We published a research report in collaboration with The University of Greenwich, into Employment Tribunal judgments where whistleblowing detriment (referred to throughout as 'whistleblowing' for ease) was claimed alongside discrimination

Impact

Added to these positive outcomes our work has had the following impact for our clients:

- Justice
- Vindication
- Peace of mind
- Stress levels improved
- Closure as legal issues resolved
- Hope and optimism
- Improved health and well-being
- Restored confidence and self esteem
- Clients have asserted their rights

FINANCIAL REVIEW

Total income in the year was £366,816 (2020: £324,174) of which £123,922 (2020: £29,308), related to funding for projects upon which restrictions are placed.

Total expenditure in the year was £357,305 (2020: £297,533) leaving a surplus for the year of £9,511 (2020: surplus £26,641)

At 29th March 2021 the charitable company's reserves stood at a deficit balance of £23,145 (2020: deficit £32,656) of which £nil (2020: £nil) represented restricted funds.

Risk Management

The Office Manual sets out all of our policies and procedures in relation to risk management and business continuity. Trustees' have a risk management strategy, which comprises:

- An annual review of the risks the charity may face
- A risk registers
- The establishment of systems and procedures to mitigate those risks identified in the plan.
- The implementation of procedures designed to minimise the potential impact of the charity should those risks materialise.
- A Business Continuity Plan
- The risk policy and register are reviewed annually by the Trustees.

Reserves Policy

It is the policy of the charitable company to maintain unrestricted funds, which are free reserves at a level to cover redundancy provision and three months' running costs should no further funding be received. We have undergone undoubtedly one of the most critical and challenging periods in the history of the organisation. Funding has been depleted, legal aid rates are low and not in line with inflation which has increased significantly. Reserves have been depleted and it is a key organisational priority to re-build the reserves and generate more income through a variety of sources:

- Increased fee-paying private work for individuals
- Funding grants specifically for community impact and access to justice
- Legal Aid contracts with higher rates

As at the end of the financial year, the unrestricted funds the charitable company requires an estimated £2,834 for redundancy provision and £58,345 for three months' running costs (total : £61,179). External funding is being accessed to develop income generator opportunities to increase the level of free reserves and build up our reserves.

PLANS FOR THE FUTURE

We will continue to build on our successes and focus on key areas of development which include:

1. **Income generation**
   A key priority for the Law Centre is to continue to increase our income to ensure our durability and sustainability. We will do this through maximizing our income derived from private clients outside the scope of publicly funded activity for employment law and discrimination law

2. **Fundraising**
   We will continue to develop our fund-raising plan and broadening our appeal to a wide range of trusts and foundations to support our free employment advice.

3. **Grow our own in-house talent**
   Recruitment and retention are an ongoing challenge as specialist discrimination solicitors are scarce. We will continue to develop our own specialist team through the delivering of in-house specialist legal training and supporting the career development of our team through training contracts and apprenticeships.

4. **Develop agile systems**
   We will continue to embrace more agile and flexible working practices through upgrading the outdated telephony system and to review our processes and procedures with external support to cast a fresh perspective.

5. **Develop the Law Centre as a national specialist hub for employment and discrimination**
   Due to the increasing demand for specialist employment and discrimination advice combined with the advice desserts across the country we want to explore how we can better provide access across England and Wales as other law centres struggle to provide employment or discrimination advice.

6. **Research and collaboration. Continue to collaborate with Greenwich University Centre for Research** into Employment on projects that are in synergized with our work or other partners

STRUCTURE, GOVERNANCE AND MANAGEMENT

The organisation is a charitable company limited by guarantee, incorporated on 23rd October 2003 (company number 04946069) and registered as a charity (charity number 1101876) on 3rd February 2004.

The Governing Instruments under which the charitable company operates comprise the Memorandum and Articles of Association dated 15th October 2003.
The Board of Trustees meets quarterly to monitor the charity's activities and performance, to determine strategy and attend to all other matters of governance.

Currently there are 5 Board members and there are plans to recruit 3 new Board members with expertise in:

- Business Management and HR
- Fundraising
- Financial management

Trustee vacancies are advertised, and new Trustees are appointed by existing Trustees. All vacancies, including those for new Trustees are advertised on our website

In 2018 an audit of the systems and processes was carried by an independent advisor in order to obtain our Specialist Quality Mark. The SQM was successfully obtained in November 2018 and is due for reassessment and renewal in November 2021

The CEO has delegated authority to manage our overall organisation, including management and staffing, our procedures in financial and other matters, including conduct and discipline, learning and development, marketing, fundraising, and implementing strategy proposals and plans. Reporting to the Board the results of these at the quarterly meetings.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.
TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 29TH MARCH 2021

REFERENCE AND ADMINISTRATIVE DETAILS

NAME:	Equality and Employment Law Centre Ltd.	
COMPANY NUMBER	04946069	
CHARITY NUMBER	1101876	
REGISTERED OFFICE	151 Dale Street, Liverpool, England, L2 2AH	
TRUSTEES:	J Ehlen	(Resigned 31st December 2020)
	J Finnegan	(Appointed 10th December 2020)
	S Henney	(Resigned on 30th April 2020)
	J Keegan	
	J Mannouch	(Appointed 10th December 2020)
	L Thomas	(Appointed 15th June 2020)
INDEPENDENT EXAMINER	Graham Wright BA (Hons) FCA DChA LCVS, 151 Dale Street, Liverpool, L2 2AH	
BANKERS:	Co-Operative Bank PLC P O Box 250 Skelmersdale WN8 6WT	

ON BEHALF OF THE BOARD:

.....

J Keegan
Trustee

Date : 12th November 2021.....

MERSEYSIDE EMPLOYMENT LAW LIMITED
STATEMENT OF TRUSTEES' RESPONSIBILITIES

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 as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principle in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue as a going concern;
- state whether applicable accounting standards have been followed, subject to any material departure disclosed and explained in the financial statements.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

This report has been prepared in accordance with the Charities Act 2011, Companies Act 2006, Accounting and Reporting by Charities; Statement of Recommended Practice (Sorp 2015) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

ON BEHALF OF THE BOARD:

.....

J Keegan
Trustee

151 Dale Street,
Liverpool,
England,
L2 2AH

Date : 12th November 2021

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF EQUALITY AND EMPLOYMENT LAW CENTRE LTD.

I report on the accounts of the charitable company for the year ended 29th March 2021, which are set out on pages 12 to 22.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act, and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Name: **Mr. Graham Wright**
Relevant professional qualification or body: **FCA DCHA**
Address: **c/o LCVS, 151 Dale Street, Liverpool, L2 2AH**
Dated: 12 November 2021.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD.
STATEMENT OF FINANCIAL ACTIVITIES (including Income & Expenditure)
FOR THE YEAR ENDED 29TH MARCH 2021

	Notes	Unrestricted Funds 2021	Restricted Funds 2021	Total 2021	Total 2020
Income and endowments from:		£	£	£	£
Charitable activities	3	242,894	123,922	366,816	324,174
Total income		**242,894**	**123,922**	**366,816**	**324,174**
Expenditure on:					
Charitable activities	4	233,383	123,922	357,305	297,533
Total expenditure		**233,383**	**123,922**	**357,305**	**297,533**
Net Income, net movement in funds		**9,511**	**-**	**9,511**	**26,641**
Total funds brought forward	12,13	(32,656)	-	(32,656)	(59,297)
Total funds carried forward	11-13	(23,145)	-	(23,145)	(32,656)

The notes on pages 14 to 22 form part of these accounts.

All the above amounts relate to continuing activities of the charitable company.

EQUALITY AND EMPLOYMENT LAW CENTRE LTD. Company No 04946069
BALANCE SHEET AS AT 29TH MARCH 2021

	Notes	29th March 2021		29th March 2020	
Fixed assets		£	£	£	£
Tangible fixed assets	5		57		1,957
Current assets					
Work in progress	6	121,273		113,392	
Debtors	7	660		5,000	
Cash at bank and in hand		30,782		23,639	
		152,715		142,031	
Current liabilities					
Creditors: amounts falling due within one year	8	(121,405)		(102,043)	
Net current assets			31,310		39,988
Total assets less current liabilities			**31,367**		**41,945**
Creditors: amounts falling due after more than one year	9		(54,512)		(74,601)
Net (liabilities)/assets			**(23,145)**		**(32,656)**
Funds:					
Unrestricted Funds	11, 12		(23,145)		(32,656)
Restricted funds	11, 13		-		-
			(23,145)		**(32,656)**

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies' regime and in accordance with FRS102 SORP.

For the period covered by these accounts the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The trustees, who are the directors of the company, acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

Approved by the Board on 12th November 2021

.....

J Keegan – Director (Chair)

1. Limited Liability

The organisation is a private company limited by guarantee without share capital. Each member's liability is limited to £5.

2. Accounting Policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (SORP 2015) (effective 1st January 2015), Charities Act 2011 and the Companies Act 2006.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The charitable company has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

Going concern

In light of additional funding received during the year and future plans to grow income streams, at the time of approving the accounts the Trustees have a reasonable expectation, for the reasons outlined in the Annual Report, that the charitable company will be able to access adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Fund accounting

Unrestricted funds are the charitable company's free reserves available for the Trustees to apply in accordance with the charitable company's charitable objectives.

Restricted funds are subject to specific restrictive conditions imposed by the donor. All restricted funds are accounted for as restricted income and expenditure for the purposes is charged to the fund.

Income recognition

All income is recognised once the charitable company has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Income from charitable activities is recognised on an accruals basis except for grants receivable, which are recognised on the date on which their unconditional payment is confirmed by the donor.

Expenditure recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charitable company to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses, including support costs and governance costs, are allocated or apportioned to the applicable expenditure headings in the Statement of Financial Activities. Support and governance costs are applied to unrestricted funds unless specifically included in the restrictions, as specified by the donor.

Expenditure on charitable activities relate to the operation of the charitable company comprising of direct charitable expenditure to meet the objectives of the charitable company. Support and governance costs relate to the management and operation of the organisation and also compliance with constitutional and statutory requirements in producing the annual report. These are dealt with in the Statement of Financial Activities when payment has been approved by the charitable company.

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.

Fixed Assets

Capital expenditure is stated in the balance sheet at cost less accumulated depreciation. Depreciation is provided to write off the cost of each asset over its expected useful life as below:

Office Equipment	33% per annum straight line basis

Work in progress

Work in progress is included in these accounts to reflect chargeable hours undertaken on cases which have not reached a conclusion at the year end.

These hours are only included to the extent that they are fully recoverable.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

Taxation

Income and gains are exempt from taxation as they are received and applied for charitable purposes only. The charitable company benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the Trustees 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 on-going 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.

3. Income and endowments from:

	Unrestricted Funds 2021	Restricted Funds 2021	Total 2021	Total 2020
Charitable activities	£	£	£	£
Access to Justice Foundation	-	4,200	4,200	-
Covid-19 business grant	10,000	-	10,000	-
First Ark Social Investment	-	10,000	10,000	-
HMRC Job Retention Scheme	-	10,286	10,286	-
Law Centre Federation	-	80,000	80,000	-
LCVS Community Impact Fund	-	2,000	2,000	-
Liverpool City Council - Community Resource Grant	-	10,147	10,147	9,115
Liverpool City Council – Ways to Work ILM Scheme	-	7,289	7,289	20,193
Private sales income	12,682	-	12,682	53,207
Service level agreement income	220,212	-	220,212	241,659
	242,894	**123,922**	**366,816**	**324,174**

4. Expenditure on charitable activities:

	Direct Charitable Expenditure	Support & Governance Costs	Total 2021	Total 2020
	£	£	£	£
Provision of advice and advocacy in the area of employment law for the Merseyside Community	230,563	126,742	**357,305**	**297,533**

a. Analysed as follows:

	2021	2020
Direct charitable expenditure:	£	£
Staff salary costs	197,203	171,149
Pension	2,670	2,725
Volunteer expenses	30	-
Legal and consultancy fees	19,360	16,106
Medical records	-	152
Clients compensation	11,300	-
	230,563	**190,132**

	2021	2020
Support & Governance costs:	£	£
Staff salary costs	36,500	42,253
Pension	744	1,136
Running costs	26,190	24,933
Office costs	8,491	12,104
Travel expenses	10	150
Insurance	8,123	7,892
Training	16,381	764
Recruitment	1,481	600
HMRC interest and charges	-	1,411
Refreshments	-	256
Computer costs	19,094	3,320
Staff welfare	872	589
Marketing	440	462
Bank charges	17	521
Loan interest	4,861	7,366
Payroll Fees	638	739
Accountancy	1,000	1,000
Depreciation	1,900	1,905
	126,742	**107,401**
Total expenditure on charitable activities	**357,305**	**297,533**

£123,922 (2020: £29,308) of the above expenditure relates to restricted funding.

b. Staff Costs

	2021	2020
	£	£
Gross wages and salaries	221,407	201,250
Social security costs	12,296	12,152
Pension	3,414	3,861
	237,117	**217,263**

c. Particulars of employees:
The average number of full-time equivalent employees during the year was as follows:

	2021	2020
Charitable Activities	**14.0**	**13.3**

No employee received emoluments of more than £60,000 during the year. (2020: none)

The Trustees are not remunerated for their services and are not included in the above number of employees.

5. Tangible fixed assets

	Office Equipment	Total
Cost	£	£
Balance as at 30th March 2020	32,922	32,922
Additions during the year	-	-
Disposals during the year	(26,640)	(26,640)
Balance at 29th March 2021	**6,282**	**6,282**
Accumulated Depreciation		
Balance as at 30th March 2020	30,965	30,965
Charge for the year	1,900	1,900
Disposals during the year	(26,640)	(26,640)
Balance at 29th March 2021	**6,225**	**6,225**
Net Book Value at 29th March 2021	**57**	**57**
Net Book Value at 29th March 2020	1,957	1,957

6. Work in progress

	2021	2020
	£	£
Work in Progress	**121,273**	**113,392**

7. Debtors:

	2021	2020
	£	£
Debtors	**660**	**5,000**

8. Creditors: amounts falling due within one year

	2021	2020
	£	£
Accruals	34,445	43,707
Social security	22,308	12,080
Other creditors	44,563	36,858
Loan (see Note 10)	20,089	9,398
	121,405	**102,043**

9. Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Loan (see Note 10)	54,512	74,601

10. Loans

The sum of £84,000 was advanced by First Ark Social Investment on an unsecured basis, repayable over five year with interest being charged at the rate of 9% per annum. An eighteen months capital holiday period was granted, commencing April 2018. This was extended in August 2019 for capital repayments to commence in October 2020. At 29th March 2021 the remaining balance of £74,601 is outstanding.

The following capital repayments are included within creditors:

	2021	2020
	£	£
Due within one year	20,089	9,398
Due between one to two years	21,974	20,089
Due between two to five years	32,538	54,512
	74,601	83,999

11. Analysis of Net Assets between Funds

	Tangible fixed assets	Net current assets	Creditors: amounts falling due after more than one year	Total
Unrestricted Funds	£	£	£	£
General Fund	57	31,310	(54,512)	(23,145)
Restricted Funds:	-	-	-	-
	57	31,310	(54,512)	(23,145)

12. Unrestricted Funds

	Funds at beginning of year	Movements in the Year: Income	Movements in the Year: Expenditure	Funds at end of year
	£	£	£	£
General Fund	(32,656)	242,894	(233,383)	(23,145)

General Fund is used to finance the charitable company's general activities as outlined in the Trustees' Report.

13. Restricted Funds

	Funds at beginning of year	Movements in the Year: Income	Movements in the Year: Expenditure	Funds at end of year
	£	£	£	£
Access to Justice Foundation	-	4,200	(4,200)	-
First Ark Social Investment	-	10,000	(10,000)	-
HMRC Job Retention Scheme	-	10,286	(10,286)	-
Law Centre Federation	-	80,000	(80,000)	-
LCVS Community Impact Fund	-	2,000	(2,000)	-
Liverpool City Council Community Resource Grant	-	10,147	(10,147)	-
Liverpool City Council – Ways to Work ILM Scheme	-	7,289	(7,289)	-
		123,922	(123,922	-

These are monies given to the charitable company to be spent at the discretion of the Board of Trustees for specific charitable purposes.

Access to Justice Foundation – Contribution towards Legal Aid Practitioners Group (LAPG) Management & Leadership Programme.

First Ark Social Investment – Contribution towards Legal Case management system

HMRC Job Retention Scheme – Contribution towards furloughed staff salary costs

Law Centre Federation – Contribution towards staff and running costs

LCVS Community Impact Fund – Contribution towards advice line costs for individuals

Liverpool City Council Community Resource Grant – Funding to provide specialist HR /Employment/Discrimination advice to employers.

	2021	2020
	£	£
Salaries	3,744	3,293
Telephone and internet	4,822	4,822
Payroll	581	-
Accountancy	1,000	1,000
	10,147	**9,115**

Liverpool City Council – Ways to Work ILM Scheme – contribution towards salary placement costs.

14. Operating Lease Commitments

The organisation has a licence commitment in relation to rental of premises at 151 Dale Street dated May 2018; the licence has a one-month notice clause. Also, there is a 4 year lease commitment taken out in November 2018 in respect of a photocopier. Payments fall due as under:

	2021	2020
	£	£
Premises	1,097	1,097
Photocopier	690	690
Total due within one year	1,787	1,787
Total due within one to two years	345	690
Total due within two to five years	-	345
	2,132	**2,822**

15. Contingent Liabilities

There were no contingent liabilities as at 29th March 2021 (2020: none).

16. Related Parties

Julie Ehlen, a Director up to 31st December 2020 received a salary of £39,542 for services during the accounting period (2020: £7,500).

17. Guarantees

As at 29th March 2021, 6 members had given a guarantee of £5 each in the event of the company winding-up, total: £30 (2020: 3 members £15).