

# Annual Impact Digest 2022-23



BIG ALLIANCE







# Contents

- Foreword.....4
- Who we are and what we do.....5
- Responding to the cost of living crisis.....6
- How we work - Our Theory of Change.....8
- Our approach to impact measurement.....10
  - Our evaluation methodology
  - Our views on social value measurement
  - Our anchor frameworks
- Achievements and impact.....12
  - 2022-2023 in numbers
  - The depth of our impact
- Deep Dive.....16
  - Our impact on young people: Young Influencers Programme
- Quick looks.....20
  - Our impact on community organisations: Evolve
  - Our impact on the environment: Every Action Counts
- In the pipeline.....24
  - Leaders In Partnership
  - Canada Water Connect



# Foreword

## FOREWORD

Dear colleagues, partners, and friends,

Recent years have been tough in east London – and beyond – including the COVID-19 pandemic and the subsequent cost of living crisis. However, there have been bright spots, and one of those is how the community as a whole has responded to help those in most need, and to make sure that people, particularly young people, are still able to find opportunities to make the most of their lives. This second Annual Impact Digest by East London Business Alliance (ELBA) and The BIG Alliance (BIG) is witness to the collective resilience and transformative efforts of our business and community partners.

This year's Annual Impact Digest highlights the vital role of research and data in shaping our strategies. By harnessing information for evidence-based approaches, we aim to set a standard for impact measurement that inspires change not only within our organisation but also throughout the wider community of changemakers. We are also re-introducing our Theory of Change, which defines how we know that what we do will make the change that we intend.

Within these pages, you'll encounter inspiring stories of how ELBA and BIG initiatives have touched many lives. From empowering the workforce of tomorrow through skills development to promoting social inclusion and environmental sustainability, each narrative underscores the significant impact achieved over the past year through our collective efforts. We are focused on creating a sustainable future together. This is why we have aligned our past year's contribution

towards positive change with the United Nations Sustainable Development Goals (UN SDGs).

Thank you for your unwavering support, dedication, and belief in the power of collaboration. Let's continue to inspire and be inspired as we navigate this journey of impact.

With heartfelt appreciation,



Ian Parkes,  
ELBA Chief Executive



Dr Carmen Nicoara,  
Head of Research and Impact



# Who we are and what we do

## ELBA AND THE BIG ALLIANCE

East London Business Alliance (ELBA) is a social mobility and regeneration charity. For over 30 years we have been building the connection between businesses and local communities. We bring the time, skills and resources of the business sector to address social mobility, regeneration, poverty and inequality in east London and beyond. ELBA's strategic goals are to promote social mobility, tackle poverty and fight inequality. We have a wide range of programmes which engage business and the community in education, employment and community development. Last year over 12,000 people from over 80 business organisations gave their time and commitment to helping the community.

The BIG Alliance (BIG) is a collaborative initiative in partnership with Islington Giving and the Macquarie Group Foundation, dedicated to providing support and assistance to the Islington community. This collaborative effort focuses on harnessing resources, expertise, and community engagement to address key issues, promote social inclusion, and create positive, sustainable change in Islington. Through a wide range of programmes and initiatives, BIG aims to empower residents, foster resilience, and enhance the overall quality of life in this vibrant London borough.





# Responding to the cost of living crisis

Numerous households in east London and Islington entered the pandemic with minimal or non-existent savings. With this in mind, even with exemplary intentions and adept financial management, it becomes exceptionally challenging to allocate additional funds required to accommodate the escalating cost of living.

Supporting evidence underscores the financial vulnerability of these households. ONS report 82% of respondents are concerned about how energy price rises will impact on their cost of living ([ONS, 2022](#)). Other research, conducted just before we moved into the colder winter months of 2022, shows 54% cutting back on heating and 45% reducing the use of appliances ([Which, 2023](#)). ELBA's own consultation with our community partners show that energy is second only after food in terms of what their service users need help with (see also [Institute of Health Equity, Vital Signs](#) for further information). Below is a snapshot of the huge anecdotal evidence shared by our partners:

- **A family whose energy bill went up from £250 to £1,000;**
- **Families not going home after school but instead going to libraries and warm hubs in the evening so they can delay switching on the heating at home;**
- **People not taking daily showers;**
- **People turning up at community centres with bags of unopened utility bills. They are too scared to open them as they already know they have no money to pay;**
- **Some elderly people in poor condition housing have struggled to reduce their bills as their homes are damp and they need to keep them warm for them to be at all habitable.**

With this in mind, even with great intentions and good financial management, it becomes exceptionally challenging to allocate additional funds required to accommodate the escalating cost of living. It underscores the pressing need for targeted interventions and community support to assist these households in navigating the challenges posed by escalating costs in the wake of the pandemic.

ELBA's consultation with community partners showed that energy is second only after food in terms of what service users need help with.



## ENERGY CREDIT PILOT PROGRAMME



Throughout 2022, ELBA and BIG undertook a thorough scoping exercise to strategise the optimal implementation of an energy credit programme within the east London and Islington areas. As a response to this effort, Linklaters made a significant financial contribution to allow the inception of an Energy Credit initiative. This initiative was designed to provide critical support to individuals facing severe economic distress due to the escalating cost of living crisis. Consequently, we were able to commence the disbursement of financial aid to residents through our well-established network of grassroots community partners.

With each we held discussions about needs and also the mechanism by which they will convert the Energy Credits to direct support for energy bills for families. While this process is currently undergoing testing, potential approaches may include the establishment of a formal voucher system, organisations supplementing pre-payment cards/tokens, or utilising organisation-issued credit cards for bill payments. A shared consensus among these organisations is the desire to circumvent direct transfers into applicants' bank accounts, as there is a significant likelihood that such funds would primarily be absorbed by overdraft repayments rather than being allocated towards addressing energy-related expenses and debts.

## INITIAL IMPACT:

"This scheme has been outstanding and positively welcomed by those we are supporting. Families are grateful to have the help. We hope to receive more funding as we did not anticipate that so many families are in critical need. We have many families that are increasingly not able to afford school uniforms and other necessities as the little money that was available for that is now being used to try and cover the increase in energy costs."

- Representative of community school in Newham

'We are in the early stages of this pilot project but we are incredibly grateful to receive this funding and support our service users in a creative and impactful way.'

- Representative of Hackney charity supporting families and children

## NEXT STEPS

The funding from Linklaters has allowed us to initiate the programme and extend our outreach to other corporate partners and their foundations.

In order to continue providing substantial aid to more families grappling with the challenges of the rising cost of living, we are eager to raise additional funding. We have created a [Just Giving page](#) to encourage individuals to contribute to energy credits. Concurrent to this appeal, ELBA identified that essential items are also a key priority for families and consequently launched [another Just Giving campaign](#) aimed at gathering much needed household items. Societe Generale UK Foundation has donated £10,000 to kickstart this appeal.

ELBA and BIG are keen to continue to help ease the pressure on the east London community through our response, focused on six key areas:

- **Energy costs**
- **Food**
- **Care for children**
- **Essential items**
- **Warmth & social contact**
- **Digital inclusion**

For more information please contact:  
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[smera.nadeem@elba-1.org.uk](mailto:smera.nadeem@elba-1.org.uk)



# How we work: Our Theory of Change

Our Theory of Change: defining, deconstructing, and evaluating impact in east London





# Our approach to impact measurement

## OUR EVALUATION METHODOLOGY

At ELBA and BIG, we engage in an ongoing monitoring and evaluation process that helps us understand how each intervention is working, what effect it is having, and how it is influenced by internal and external factors. Operating independently from delivery teams, the Head of Research and Impact leads the design and implementation of the organisation's impact evaluation methodology, which includes the following key components and steps:

- **Three anchor frameworks** (discussed in the next section) - UN Sustainable Development Goals, The Skills Builder Universal Framework, and Business for Societal Impact Framework;
- **Baseline data collection** - before implementing a programme, we collect baseline data to understand the current state of the issue we are addressing. This data will serve as a point of comparison for measuring change;
- **Bespoke, project-based Theory of Change** - we develop a theory of change that outlines the causal pathways through which each of our projects is expected to create impact;
- **Data collection methods** - depending on the characteristics of the projects and the needs of the beneficiaries, we employ a range of methods, including surveys, interviews, focus groups, observations, or data from existing sources;
- **Iterative learning** - we continuously collect data and update our impact assessment as programmes evolve from pilot stages into long-term activities. This step is an integral part of our adaptive management approach to impact measurement:

- **Ethical considerations** - each impact evaluation is governed by clearly defined ethics protocol, which includes informed consent, confidentiality, and the overall protection of vulnerable beneficiaries.

## OUR VIEWS ON SOCIAL VALUE MEASUREMENT

At ELBA and BIG, we are acutely aware that the true worth of corporate engagement in the community cannot be quantified solely in financial terms. Our intention is to emphasise that measuring social value should be a complementary measure, augmenting the extensive social impact we are already committed to measuring and evaluating. This includes tracking outcomes like boosting individuals' confidence and employability skills, transforming lives through job placements, enhancing operational systems, developing leadership skills, and maintaining community facilities.

Our mission is not to diminish the incredible work happening in east London by reducing it to mere financial values. We seek to enrich the community narrative by showcasing initiatives like Broadgate Connect. This program has achieved significant milestones: training 839 jobseekers, assisting 545 into employment, and generating £8.9m in social value. For detailed insights and to access the full report, please [click here](#). We celebrate the resulting empowerment, unity, and resilience.

We understand that social impact and social value are distinct yet equally valuable components of community betterment. We are dedicated to promoting the importance of capturing both aspects. With this in mind, we are currently conducting a comprehensive audit to understand which social value measurements and metrics best complement our robust impact evaluation methodology. Further iterations of this Annual Impact Digest will provide updates concerning this topic.

## OUR ANCHOR FRAMEWORKS

### Sustainable Development Goals (SDGs)

In light of COP26 (2021), ELBA and BIG have set out to measure the positive impact our community-based, hyper-local actions have on carbon reduction, supporting nature and building resilience. Although we work at a hyper-local level, we believe that these 'small scale' actions can have a global impact when corporations pull in the same direction, which is why we use the Sustainable Development Goals (SDGs) as an anchor framework for positive change.

SDGs are a set of 17 targets established by the United Nations (UN). These targets act as a framework for achieving growth that not only benefits the people and the planet now, but ensures that growth and impact is maintained in the future.



### The Skills Builder Universal Framework

The Skills Builder Universal Skills Framework is a tool designed to assess and build a variety of essential skills in education and employment. Back in 2020, ELBA was part of the Trailblazer partnership, which pioneered the use of the new framework. Today, we use the Skills Builder within all corners of our work.

This new framework supports ELBA and BIG in explaining the value of our programmes to key stakeholders, including current and prospective programme participants, funders and supporters. We use the framework to identify how programmes can be optimised to further develop the essential skills of our beneficiaries. In addition to this, Skills Builder represents a reliable measure for the effectiveness of our programmes.



### Business for Societal Impact (B4SI) Framework

B4SI is the globally recognised methodology used by hundreds of the world's leading companies to articulate and measure the positive impact they have in the world. At its heart, the B4SI Framework is a simple input output model, enabling any social impact activity to be assessed consistently in terms of the resources committed and the results achieved.

As our corporate partners apply the B4SI Framework to understand the difference their contributions make to their business and society, so do we utilise it as one of our anchor frameworks that enable us to align our evaluation practice with our funders' needs.

	INPUTS	OUTPUTS	IMPACTS
Community Investment Route Achieving meaningful change in the community	Human resources Financial resources	Direct Output Indirect Output Change	Social Impact Economic Impact
Business Investment Route Achieving meaningful change in the community	Financial Investment Additional Resources	Direct Output Indirect Output Change	Social Impact Economic Impact
Procurement for Social Impact Route Achieving meaningful change in the community	Spending Additional Resources	Direct Output Indirect Output Change	Social Impact Economic Impact

# Achievements and impact

## 2022-2023 IN NUMBERS

### COMMUNITY OUTPUTS

39,589

Beneficiaries directly reached or supported (e.g. through workshops, 1-2-1 sessions, mentoring)



161

Beneficiaries placed into work



### BUSINESS OUTPUTS

12,718

Business volunteers engaged



66,866

Hours of business volunteering



545

Beneficiaries trained



299

Community organisations supported (e.g. through capacity building workshops, mentoring sessions)



£2.02m

Leveraged funds



£204,084

Toy Appeal donations



# Achievements and impact

## THE DEPTH OF OUR IMPACT

### IMPACT ON BENEFICIARIES (E.G. YOUNG PEOPLE, LOW-INCOME EMPLOYEES, ELDERLY)

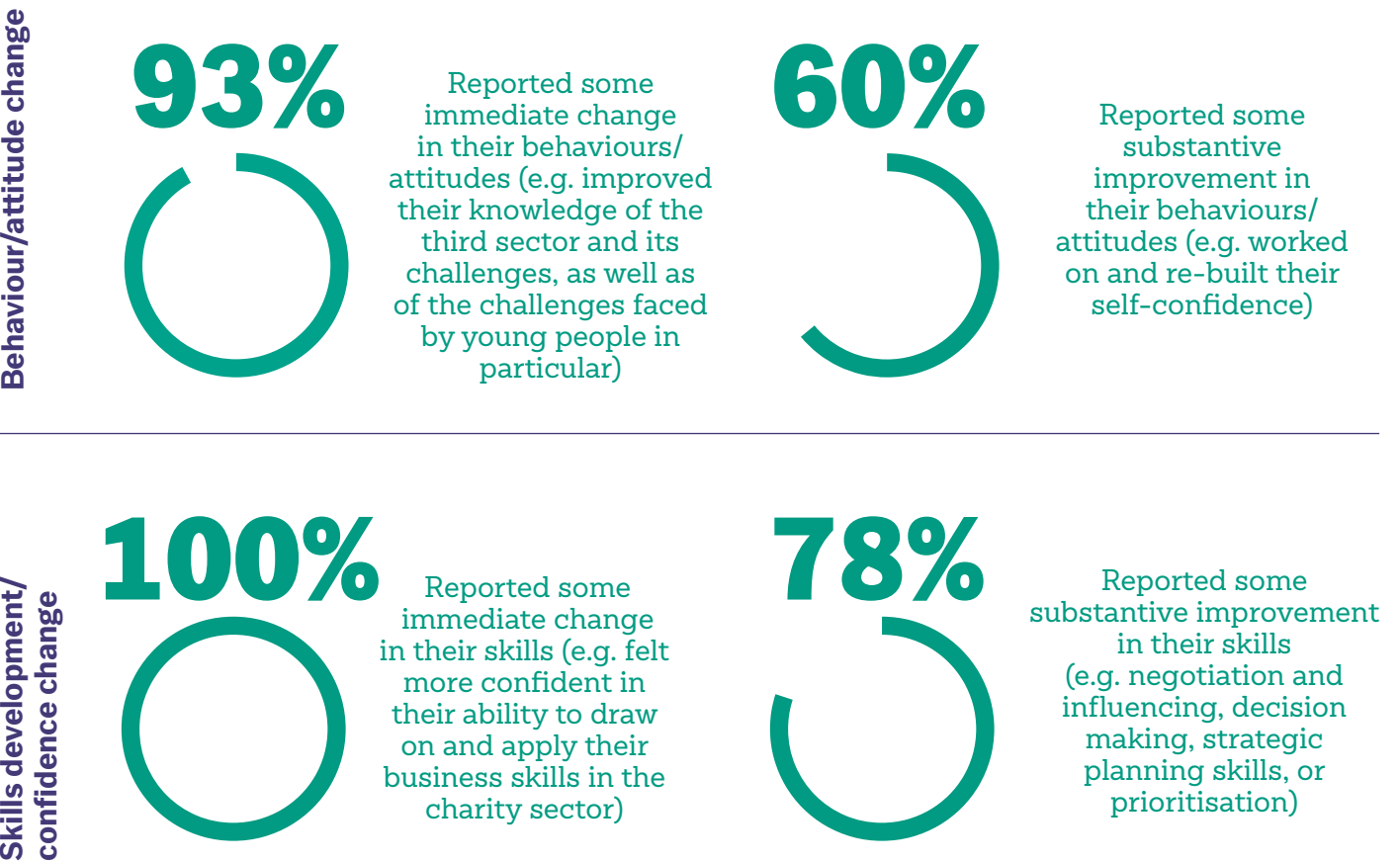


1. Eight essential SkillsBuilder skills: Listening, Speaking, Problem solving, Creativity, Staying positive, Aiming high, Leadership, Teamwork

## IMPACT ON COMMUNITY ORGANISATIONS



## IMPACT ON EMPLOYEE VOLUNTEERS





# Deep Dive – Our impact on young people

## YOUNG INFLUENCERS PROGRAMME



The Young Influencers Programme (YIP) is Societe Generale’s flagship CSR programme, designed to increase employability skills and opportunities for under-represented groups in the financial services sector. ELBA was delighted to facilitate the delivery of this initiative since its inception (October 2021), aimed at east London students, aged 16-18.

As we entered the third year in October 2023, we took a close look at the significant impact the programme had made during its second year, from October 2022 to July 2023. To assess short and medium-term effects, we used 'PRE' and 'POST' questionnaires. The 'PRE' questionnaire established initial beneficiary positions at the programme's start, while the 'POST' questionnaire measured progress after the six workshops. This before-and-after evaluation allowed us to gauge participant progress and goal attainment. We also conducted data matching to eliminate duplicates and identify key correlations between the baseline and follow-up datasets. The findings are discussed below.

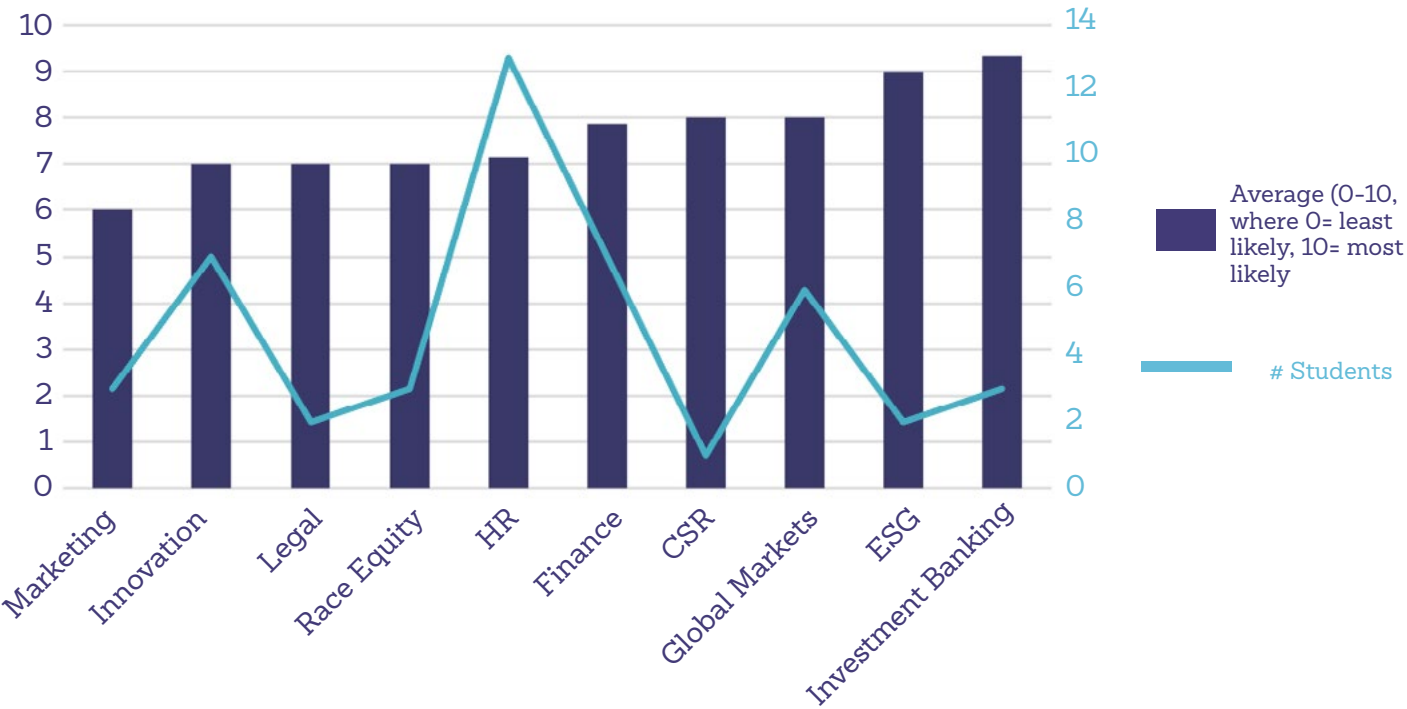


### Knowledge and awareness of roles in the financial sector

Matching PRE and POST data reveals that 84% of students who successfully completed the programme experienced an increase in their awareness of the diverse roles available within the financial sector. Moreover, among these students, 43% expressed a heightened inclination to pursue a career in financial services, now armed with a deeper understanding of the sector. As for those who participated in the Pitch Day,<sup>2</sup> an impressive 88% expressed keen interest in seeking work experience opportunities within the financial services sector, with 47% specifically expressing enthusiasm about the prospect of applying for positions at Societe Generale after their school or college years.

During the Networking and Career Conversations workshop, young participants were introduced to various roles and career pathways within the financial services sector. Part of the workshop's impact assessment involved inquiries about which roles left a positive impression on them, as represented in Graph 1. Additionally, it gauged their likelihood of delving further into these roles, represented in Graph 1 by the dark-blue columns denoting the average likelihood score. The data below highlights that while HR emerged as the most frequently chosen career branch, followed by finance and innovation, young participants were notably more inclined to conduct additional research on careers in investment banking (with a likelihood score of 9.33/10) and ESG (with a likelihood score of 9/10).

Graph 1: How likely are you to look up these job roles in more detail for your own career journey?



### Skills development

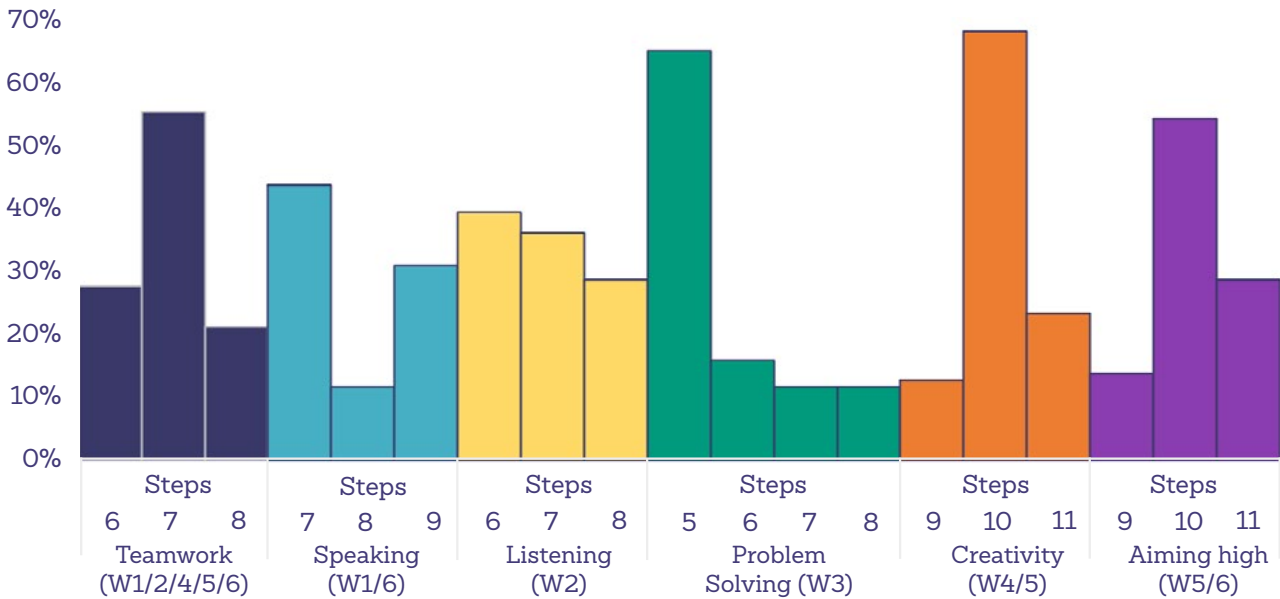
Throughout the programme, students engaged in activities designed to develop six Skills Builder competencies: teamwork, speaking, listening, problem solving, creativity, and aiming high. Workshop data shows that 64% young people reported feeling better equipped to develop ideas by considering different perspectives (Creativity - Step 10), followed closely by 61% who developed their ability to explore problems by thinking about the pros and cons of possible solutions (Problem solving - Step 5).

The skill that was predominantly explored during this programme was Teamwork, with five out

of six workshops designed to develop three elements (Steps) of this skill, as well as the confidence to employ this skill in the workplace (see next section):

- 26% reported development of Step 6 – contribution to group decision making
- 52% reported development of Step 7 – contribution to group decision making, whilst recognising the value of others’ ideas
- 20% reported development of Step 8 – contribution to group decision making, encouraging others to contribute

Graph 2: Which skills steps do you feel you developed most during X workshop? (average %)



2. A full-day event where young participants presented their social enterprise ideas. These ideas included detailed project plans aimed at addressing specific issues within their local communities, which they had developed during the program. The presentations were made to a judging panel composed of senior representatives from Societe Generale. This panel was responsible for selecting the winning idea. The projects were also aligned with the United Nations' Sustainable Development Goals.

3. Developing ideas by considering different perspectives  
4. Exploring problems by thinking about the pros and cons of possible solutions

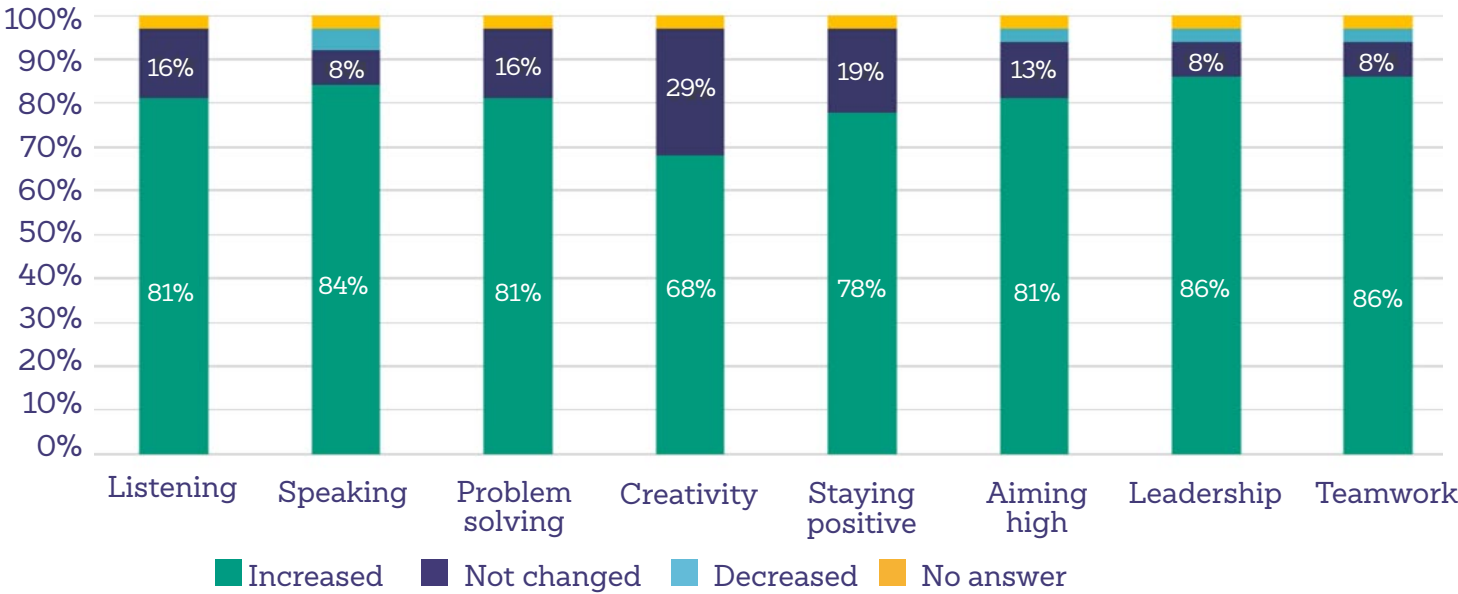
Note: The complete definition for each step can be found on the Skills Builder Universal Framework website.

Skills confidence

In addition to helping students further develop the six competencies introduced in the previous section, the programme also aimed to address students’ low levels of confidence in successfully employing a wider range of competencies in their future career. The complete Skills Builder Universal Framework was utilised here to measure distance travelled between confidence levels at the start (PRE) and at the end of the programme (POST).

The data reveals that, on average, 81% of students who successfully completed the programme reported an increase in their confidence regarding possessing the necessary skills for success in their future careers. For a more detailed breakdown of this data, please refer to Graph 3. It illustrates that confidence in Leadership and Teamwork skills exhibited the most significant improvement, with an increase of 86%, while confidence in Creativity skills showed the least growth at 68%. Additionally, 29% of students reported that their confidence remained unchanged as a result of the programme.

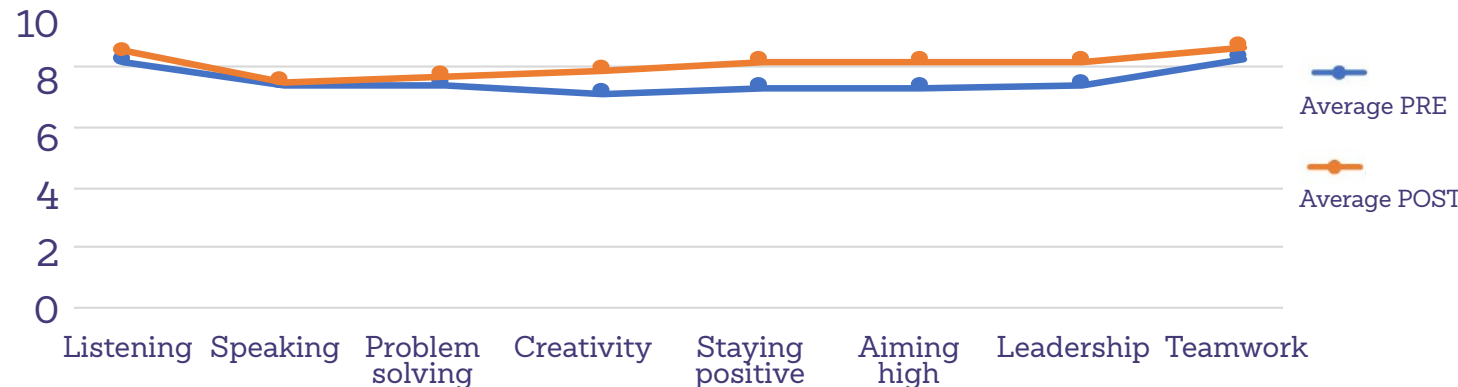
Graph 3: How, if at all, has your confidence in putting the following into practice in a work environment changed as a result of your engagement in the entire programme?



Furthermore, PRE and POST confidence levels scores were key to further analyse confidence growth that was initially introduced in Graph 3. PRE data established a baseline for young people’s confidence levels, as they scored themselves on a scale of 0-10 (0=least confident, 10=most confident) prior to starting the programme. Using the same question and scoring system, POST data defined the distance travelled

from PRE to POST programme. As demonstrated in Graph 4, the analysis of matched PRE and POST data highlights the programme’s positive impact on confidence scores across all eight skills. Notably, the skills of Aiming high (average difference of 0.81) and Staying positive (average difference of 0.82) displayed the most substantial improvements, closely followed by Leadership (average difference of 0.76) and Creativity (average difference of 0.75).

Graph 4: How confident do you feel about putting the following skills into practice in a work environment? (0= least confident; 10= most confident)



Pupils' overall reflections

As part of their broader learning experience throughout the programme (data summarised in Graph 5), young individuals were also invited to reflect on what they found most valuable after each session. Their comments have been categorised into three main areas:

A. Interaction with different financial sector professionals

“Through the volunteer whose role was in legal compliance, I learnt how law relates to this sector and understood more about law in general, which interests me.”

“I enjoyed the fact that we were encouraged to critically think like the workers in that role to come up with an outcome.”

B. Learning about the role of banks in the community

“I learnt about CSR and the way people in banks individually and as part of an organisation to give back to the community.”

“I found it interesting to learn about the different ways a bank may seek to eliminate equalities.”

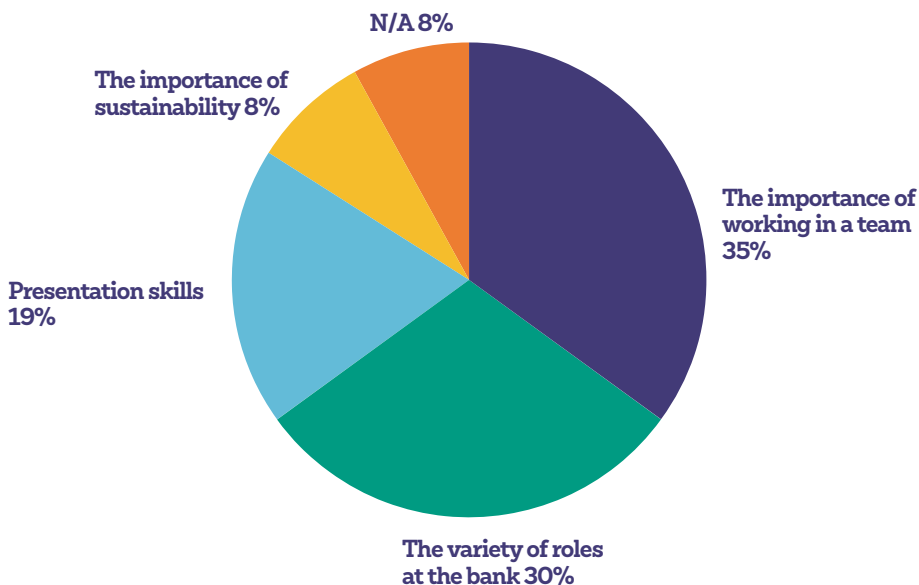
C. Learning about the financial sector’s positive environmental impact

“The information I learnt about companies and renewable energy, as well as the roles of people who facilitate these transactions, were particularly interesting to me.”

In summary

- 43% of students more likely to pursue a career in financial services after completing the Young Influencers Programme
- 81% of students increased confidence that they have the skills needed to succeed in employment
- 84% of students increased awareness of roles within the financial services sector
- 95% of students increased understanding of the skills needed to succeed in the sector and at Societe Generale.

Graph 5: Please share with us the learnings you took away from the programme





# Quick looks

## EVOLVE



Evolve is a collaborative long-term partnership between Linklaters, UBS, Societe Generale and the Societe Generale UK Foundation. The project aims to build the capacity of community organisations across Hackney, Tower Hamlets and Haringey, particularly in response to the effects of COVID-19 and recovery.

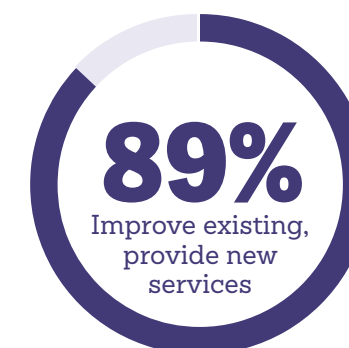
Throughout 2022, ELBA undertook a series of community consultations to learn more about the challenges of community organisations in the current climate, and to ensure the Evolve offer was relevant, useful and impactful. In line with results, 29 sessions across seven activities were developed to provide more hands-on support across some key areas, all of which drew on the skills and expertise of employee volunteers to address pressing community challenges.



### 2022 Evolve Activities:

- **Compass:** Teams of volunteers collaborate with community organisations to navigate a key business challenge through three months of high impact, intensive volunteer support;
- **Digital Inclusion:** A series of training sessions and capacity building workshops focused on enhancing community organisations' digital capabilities;
- **Leaders In Partnership:** Pairing current and emerging community leaders with senior volunteers for a 10-month, coaching-style partnership;
- **Learning from Leaders:** A series of workshops, training sessions and networking events, providing corporate and community leaders the opportunity to share challenges, learnings and solutions;
- **Priority planning:** Teams of volunteers work through an organisation health-check assessment with community organisations, identifying priority areas for capacity building, and creating an action plan to tackle gaps;
- **Remote Review:** Volunteers collaborate with community organisations to enhance key business documents such as funding applications and resources relating to project management, business planning, finance;
- **Strategic Solutions:** Teams of volunteers work with community organisations to overcome specific strategic challenges relating to business planning, finance, HR, income strategy, monitoring and evaluation, and project management.

## IMPACT ON ORGANISATIONS



## IMPACT ON INDIVIDUALS



## IMPACT ON VOLUNTEERS



# Quick looks

## EVERY ACTION COUNTS



‘Every Action Counts’ is ELBA’s response to the climate emergency, based on practical actions which mobilise expertise, resources and support from the business community to initiate and support a range of activities in the east London and Islington community. Linked to the UN Sustainable Development Goals, ELBA’s response to the climate emergency is hyper-local, based on four pathways of action:

### 1. Land & Carbon (Planting, Open Spaces, Habitat Maintenance)

East London and Islington are densely populated and urban. They have households with the lowest incidence of gardens in London. However, they have many green spaces, including a large number of Sites of Importance for Nature Conservation (SINCs). Our objective is to reduce carbon in the atmosphere, increase biodiversity and bolster community resilience.

### 2. Plastic & Water (Ecobricks, Plastic Fishing, Clearing Waste)

Our approach to how we use plastic and handle plastic waste impacts waterways both locally and globally. The UN Sustainable Development Goals stress the importance of life below water, aiming to prevent and significantly reduce marine pollution of all kinds by 2025. We have a range of practical activities that prevent plastic from entering the biosphere.

### 3. Education & Debate (School Debates, Business Challenges, Green Careers)

Young people and businesses alike are concerned about the climate crisis. Our education and corporate links put us in a perfect position to bring the two parties together. Our objective is to facilitate meaningful discourse between the two parties to promote collaborative and practical action.

### 4. Environmental Capacity & Resilience (Policies and Plans, Engagement, Capacity)

Our objective is to harness the climate & ecology know-how of the experts from our business partners to help communities and local organisations build their environmental capacity. We can also use the expertise of business volunteers to give strategic support to local groups that have an environmental focus, helping them tackle challenges and continue the fantastic work they are doing.

We are in the process of constructing an evaluation framework designed to gauge the influence of our initiatives at hyper-local level, on both the environment and the ecological behaviours exhibited by the corporate volunteers and the communities we engage with. To date, we are pleased to share the following tangible improvements that our efforts have catalysed:

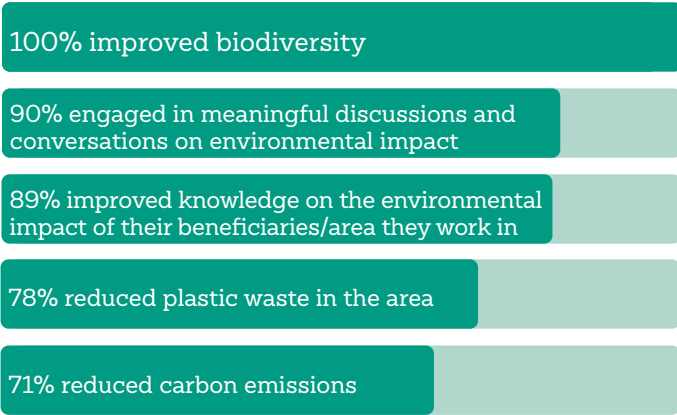
### PLASTIC & WATER

**Ecobricks**  
During this financial year (2022-2023), ELBA organised a total of six ecobrick sessions for our partner companies, in addition to hosting numerous sessions at our own office. Since the inception of this initiative in 2021, we have either created or received donations of 350 ecobricks. It's noteworthy that each kilogram of plastic extracted from the biosphere results in the sequestration of 3.1 kilograms of CO2. Consequently, with the 350 ecobricks comprising 52.5 kilograms of plastic, these sessions have contributed to the sequestration of 162.75 kilograms of CO2.

- Plastic Fishing & Litter Picking**  
ELBA partners with two organisations solely dedicated to plastic fishing and litter picking. In 2022, volunteers from ELBA partner companies picked and fished the following:
- **389.2kg of recyclable waste**
  - **205.6kg of non-recyclable waste**
  - **171 plastic bottles**

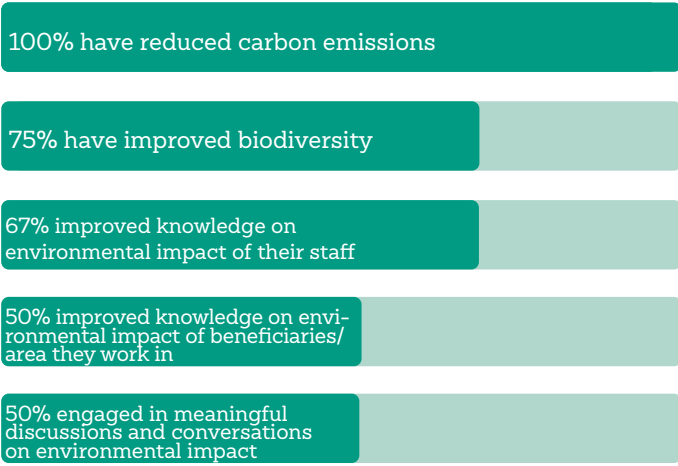
### ENVIRONMENTAL CAPACITY & RESILIENCE

32% of our community partners have worked with ELBA on supporting the environment. As a result:



*“ELBA’s support has been great for reaching new partners and getting more people involved in the (river cleaning) project.”*  
- Michael Jones. Hubbub Plastic Fishing

23% of our community partners have worked with BIG Alliance on supporting the environment. As a result:

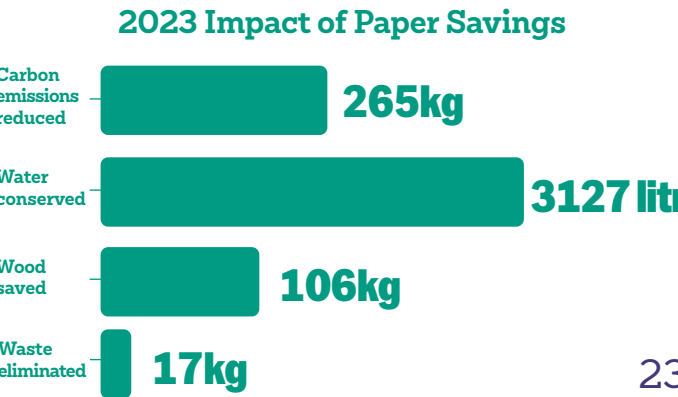


*“Volunteers have ultimately helped make our school-based green space much more user friendly and inviting.”*  
- Sophia Loannou, Plant Environment

### INTERNAL IMPACT ON WASTE REDUCTION

We acknowledge that change begins from within, and thus, we have crafted an internal strategy to curtail ELBA's environmental impact, with a strong emphasis on cutting waste and greenhouse gas emissions. The cornerstone of this effort is the behaviour and engagement of our staff. So far, we started gathering impact data on waste reduction, with the intention to revise our assessment of staff contributions to greenhouse gas emissions reduction in 2024.

Research indicates that the average office worker generates approximately 2 kilograms of waste daily ([RoadRunner, 2021](#)). ELBA is committed to reducing waste through various means. For instance, we promote paperless practices, advocate for tablet usage at events, employ QR codes for feedback, and implement online forms. See the graph below for the positive impact of our online form adoption.





# In the pipeline

## LEADERS IN PARTNERSHIP



Led by ELBA and BIG, Leaders In Partnership is a community coaching programme designed to strengthen the leadership of charity and not-for-profit organisations in east London. By creating partnerships between senior employees and their peers in the third sector, Leaders In Partnership enables the development of both community leaders and the organisations they work for. Through their role as coach, business volunteers enable participants to explore their professional challenges, supporting them to identify solutions and embrace opportunities.

With charities and community organisations operating in an increasingly business-like environment, managers and directors face a variety of challenges. Senior management often have to take on multiple responsibilities, overseeing staff management, service delivery, board development, fundraising, HR, marketing and more. At the same time, charities face the double challenge of cuts to funding and increased demands on their services. With a lack of resources available, charities are often unable to provide the learning opportunities that managers need to build their capacity and perform their work more effectively.

As a response to these challenges, Leaders In Partnership is a coaching programme designed to meet this need. By creating 1:1 partnerships between the managers of people, projects or organisations and their peers in the corporate world, the programme aims to help community leaders build their capacity and enhance their performance. Coaching is also an effective tool for building confidence and strategic thinking, providing a valuable learning and development opportunity. We aim to conduct an in-depth evaluation of these developments in 2024.

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“With a lack of resources available, charities are often unable to provide the learning opportunities that managers need to build their capacity and perform their work more effectively. As a response to these challenges, Leaders In Partnership is a coaching programme designed to meet this need.”

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## CANADA WATER CONNECT



Since July 2022, ELBA has forged a partnership with British Land to establish Canada Water Connect (CWC), a dedicated service aimed at facilitating the connection of local residents to the emerging job and training prospects arising from the Canada Water development.

To date, 89 Southwark residents have secured employment or apprenticeships through CWC within local development projects, predominantly within the various trade roles integral to British Land's supply chain. In the near future, as the development project unfolds over the next decade, additional opportunities are expected to emerge across diverse sectors, encompassing facilities management, reception services, hospitality, retail, and leisure. This achievement underscores British Land's commitment, as well as that of its development supply chain, to furnish meaningful employment prospects for the local residents.

Seeking to inspire the next generation of construction industry professionals, we are working hard to engage with local schools, young people and their parents to provide insight sessions that demystify the opportunities being created by the development. We will also be developing a longitudinal impact evaluation strategy for the project, due for publication in 2024, where we will detail a bespoke Theory of Change and the methodology for data collection that will enable us to measure the depth of social impact created by this project.



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“To date, 89 Southwark residents have secured employment or apprenticeships through Canada Water Connect within local development projects... In the near future, as the development project unfolds over the next decade, additional opportunities are expected to emerge across diverse sectors, encompassing facilities management, reception services, hospitality, retail, and leisure.”

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# Annual Impact Digest 2022-23



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