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26th January 2013

2013-16 DRAFT STRATEGIC REVIEW PAPERS

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Paper 1

INTRODUCTION AND OVERVIEW

1. SUMMARY

1.1 This introductory and overview paper outlines the background to, and process of, the Strategic Review undertaken by the Trust over the past six months and makes a series of recommendations regarding the proposed Strategic Plan for 2013-16.

1.2 It revisits the Trust's vision, mission, values and cross cutters and reflects the Board's discussions regarding our model(s) of working and 'what kind of trust we want to be'. Closely allied to this it introduces the concept of 'theories of change' and suggests more work be done on this over the duration of the next strategic period.

1.3 The Strategic Review papers comprise:
Paper 1: Introduction and Overview
Paper 2: Strategic Objective 1: Criminal Justice
Paper 3: Strategic Objective 2: Migration and Europe
Paper 4: Strategic Objective 3: Poverty and Inclusion
Paper 5: Strategic Objective 4: (Investment and) Social Investment
Paper 6: Strategic Objective 5: A Fit for Purpose Organisation
Paper 7: Evaluation and Impact
Paper 8: Communications Strategy
Paper 9: Draft Budget

2. RECOMMENDATIONS

2.1 The Board is asked to consider the papers before you comment as appropriate and **agree the following** as the basis of the Barrow Cadbury Trust Strategic Plan 2013-16, subject to your comments and guidance being taken account of in any final versions: -

2.1.1 The reaffirmation of the Trust's vision, mission and values and cross cutting themes for 2013-16

- **Vision** - is of a peaceful, equitable society, free from discrimination and based on the principle of social justice for all.
- **Mission** – is to promote social justice through grant making, research, influencing public opinion and policy and supporting local communities.
- **Values** – 8 values underpin the work of the Trust:
 - **Promotion of social justice**
 - **Empowerment**
 - **Partnership**
 - **Local focus**

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- **Relationship with funded groups**
 - **Valuing learning**
 - **Innovation and independence**
 - **Quaker ethos**
- **Cross cutting themes** – the Trust has particular interest in the following themes across its work:
 - supporting the independence and diversity of the voluntary sector
 - addressing gender-based disadvantage
 - addressing disadvantage based on race and ethnicity
 - funding groups, projects and programmes in Birmingham and the Black Country

2.1.2 The confirmation of a baseline budget for 2013-16 broadly in line with current spending, with the proviso that there should be a ‘break clause’ option when considering the Trust’s Strategic Plan for the period thereafter – offering a genuine and responsible option for a return to ‘perpetuity model’ spending after 2016.

2.1.3 The adoption of the following as the Trust’s five Strategic Objectives for 2013-16.

Strategic Objective 1 – to support people who are within or at risk of entering the criminal justice system to improve their life chances, with a particular focus on young adults and women.

Strategic Objective 2 – to promote an immigration system that is fair to both migrants and established residents and a constructive policy and public debate on migration and integration.

Strategic Objective 3 – to support effective approaches to reducing economic and social injustice and assist in building resilient communities.

Strategic Objective 4 – to use all the Trust’s assets for the advancement of social justice, including by means of a social investment portfolio and assistance to develop the social investment marketplace.

Strategic Objective 5 – to ensure that the organisation is fit for purpose to deliver its Strategic Plan, to support trustees in their stewardship of the Trust and to support staff to work efficiently and effectively.

2.1.4 The adoption of the proposed Impact and Evaluation Strategy 2013-16.

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2.1.5 The adoption of the proposed Communications Strategy 2013-16.

3. STRATEGIC BACKGROUND TO THE REVIEW

3.1 The Trust last set a new Strategic Plan in 2009 for the period 2009-12. After the arrival of a new permanent Chief Executive and in light of external and internal factors, it was decided to run this strategic period to March 2013, making a period of four rather than three years.

3.2 That Strategic Plan set out the Trust's vision, mission and values and cross-cutting interests and articulated aims for the period in the form of four Strategic Objectives:

Strategic Objective 1: Criminal Justice Programme – to support people who are within, or at risk of entering the criminal justice system, to improve their life chances, with a particular focus on young adults.

Strategic Objective 2: Migration and Europe Programme – to help ensure that migration is managed in a way that is equitable and socially just and that the voices of both migrants and receiving communities are heard in the public debate.

Strategic Objective 3: Poverty and Inclusion – to support effective approaches to combating poverty and inequality and assist in building inclusive communities.

Strategic Objective 4: Fit for Purpose Organisation – to ensure that the organisation is fit for purpose to deliver its Strategic Plan, to support trustees in their stewardship of the Trust and to support staff to work efficiently and effectively.

i.e three programmes of work and a fit for purpose organisation.

3.3 In order to begin the process of strategic review, it was necessary first to establish in broad terms whether the Board wished to continue for the time being to spend capital as well as income. Any Strategic Plan must necessarily be built on a realistic expectation of a resource base. In April 2012, the Board considered a paper on our long term financial options and, as a consequence, asked the Chief Executive to facilitate a Board discussion of 'what kind of trust we want to be'. This was on the basis that form should follow content; financial decisions should derive from strategy, not drive it.

3.4 A very fruitful debate at July 2012 Trustee Board Meeting led to guidance which has underpinned the Strategic Review and underpins the proposed Strategic Plan 2013-16.

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The discussion and consensus of the Board on a series of key strategic questions was subsequently written up by the Chief Executive and is shown as Appendix 1.

- 3.5** One of the participants in the Trustee Roundtable (October Trustee Board Meeting) commented that our **'theory of change'** was not clearly articulated in our draft papers. Having reflected on this further our overall theory of change is along the lines of:

“Structural change to political, economic and social systems are brought about by a combination of factors acting on those who are in positions of power. The Trust seeks to influence the decisions made by powerful institutions and people through a combination of a) influencing the barriers which constrain them (e.g public opinion) and b) informing their opinions by exposure to the voices of marginalised and disadvantaged people”.

- 3.6** Substantially, this is reflected in our programmes by the two pronged approach of working at a structural level on bringing about policy change and by seeking to 'Speak Truth to Power' through funding campaigns and finding other routes by which the unmediated voices of marginalised and disadvantaged people can be heard in public discourse and in the corridors of power.
- 3.7** It is anticipated that further work should be done on this issue over the coming period.
- 3.8** A paper was presented to the Trustee Board Meeting in October 2012 discussing the Trust's relationship with **Birmingham**. It was a complex paper, not to be reiterated in full here. Nevertheless, several steers were given by the Board which have informed the approach to, and content of, the proposed Strategic Plan before you.

3.8.1 Confirmation was made that the Trust's interest should always be stated as Birmingham and the Black Country (not the West Midlands).

3.8.2 That our use of the term 'grass roots' has led to a lack of clarity about our funding approach and this was discussed. A clearer typology was preferred which outlines our approach to what we will fund as:

- **Research and policy grants:** original, desk or action research which is time-limited and intended to build a body of evidence that can be used to influence policy or practice. Grants to think tanks, universities and action research organisations would fall into this category;

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- **Exemplar grants:** projects that exemplify good practice or that pilot (and evaluate) new ways of working and thus contribute to the achievement of the aims of a particular programme. Many of the T2A projects would fall into this category, as would quasi-experimental projects such as the application from Birmingham Settlement that was agreed at the October meeting. Support for award schemes falls nicely into this grouping.
- **Grassroots grants:** projects that either enable the direct voice of disadvantaged and disenfranchised people to be heard by those in power (“voice” projects such as Refugee Voice, Saheli Women’s Group and Operation Black Vote) or, in the case of Small Change, create an environment in which mutual support can develop at the very local level. The conflation of small and vulnerable with authenticity must be avoided, but given the growth of new forms of organising and social activism created by the emergence of social media and new technology, the net should be cast wider than the traditional type of small group the Trust has funded in the past.

4. THE REVIEW PROCESS

4.1 Following the July Trustee Board Meeting, the process of the remainder of the review was put in place and comprised:

4.1.1 A series of 1:1’s between programme leads and key informants in August/September 2012.

4.1.2 The preparation of draft programme proposals for Criminal Justice, Migration and Europe and Poverty and Inclusion for discussion at the October Trustee Board Meeting.

4.1.3 The preparation of discussion papers on Birmingham, our approach to grass roots work and a draft communications paper for discussion at October Trustee Board Meeting.

4.1.4 A roundtable of external experts at the October Board Meeting led off by Julia Unwin (Joseph Rowntree Foundation) and Karl Wilding (NCVO). (The write-up of this event is shown at Appendix 2.)

4.1.5 Roundtables in the Autumn on each of the three substantive programmes of work, attended by key staff and lead trustees. (The write-ups of these events are shown as appendices to the respective programme papers.)

4.1.6 Staff Away Days in November to consider (among other things) Strategic Objective 4 (now 5) – a fit for purpose organisation and our approach to Evaluation and Impact.

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- 4.1.7 Further development of the proposed Communications Strategy, with input from the Chair designate, the staff team and informal input from meetings with communications colleagues in other trusts and foundations.

5. VISION, MISSION, VALUES AND CROSS CUTTING THEMES

5.1 The Trust's vision is of a peaceful, equitable society, free from discrimination and based on the principles of social justice for all.

- 5.1.1 In order to contribute to our vision the Trust needs to be well governed and managed and respected by external stakeholders. In 2009/13, the major strategic undertakings have been completing two governance reviews, completing and embedding the Executive Team and better positioning the Trust with a range of external stakeholders.

5.2 The Trust's mission is to promote social justice through grant making, research, influencing public opinion and policy and supporting local communities.

- 5.2.1 Promoting social justice runs through all the work of the Trust and it would be repetitive to catalogue all the work of the programmes in relation to the mission statement. Specific additions during the 2009/13 period were social investment and a greater emphasis on influencing/dissemination.

5.3 Values – 8 values underpin the work of the Trust

5.3.1 Promotion of social justice

It is a key aim of the Trust that everything it does promotes, catalyses or achieves a social justice outcome. In public, we articulate that as an enduring commitment to criminal justice, racial justice, gender justice and economic justice running all the way through from Barrow and Geraldine themselves to the present day. In the modern day there are some different manifestations of injustice to those of the past. Some remain persistently similar. For now, a useful common lens through which to view these issues is that of human rights and equality. These are things to which we can all subscribe, coherent with our Quaker roots, and without which our work would lose coherence and focus.

Promoting social justice is not just a matter of what the Trust spends money on but also how we operate. As ambassadors of the Trust it is important that staff and trustees behave in ways which promote and encourage inclusion, respect and unselfishness. In practical terms this means not seeking personal glory, facilitating partnership working,

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treating people decently and using the Trust's resources carefully. We are what we do.

In our work, we are articulating more clearly and publicly that everything we do should be catalytic and leave some social change legacy. We are not a 'volume' funder as our resources are modest. Therefore none of those resources should be deployed merely for 'doing good', important though that is. The Trust and Fund are precious and should be protected for making change happen.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Progress on the specific needs of young adults and women.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Getting British Future up and running and four sets of Transatlantic Trends data.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Building a coherent body of work and promoting models of enabling community resilience.

Strategic Objective 4: Governance and Management – Highlight 2009-13: Maximising use of office space for mission and related ends and introducing social investment.

5.3.2 Empowerment

The Trust seeks to uphold and extend the rights of marginalised groups, to reflect the grassroots experience of local communities and to support them in making their voices heard.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: T2A pilots spoke at several party conference events.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Supporting Migrant Voice and Women for Refugee Women and other key voice and advocacy organisations.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Urban Forum's work in Walsall on the use of the new rights in the Localism Bill, especially the right to challenge.

Strategic Objective 4: Governance and Management – Highlight 2009-13: Progress in ensuring strong developmental aspect to all staff work plans.

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5.3.3 Partnership

The Trust works in partnership with other grant makers and with stakeholders at international, national, regional and local levels.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: T2A continues to be a highly engaged and successful partnership with effective power sharing.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Changing Minds continues to be a highly engaged and successful partnership with effective power sharing.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: The Habits of Solidarity network successfully deepened its learning and made new links in Northern Ireland.

Strategic Objective 4: Governance and Management – Highlight 2009-13: 'Back office' staff of the Trust have been active participants in ACF's new special interest group for trust's administrative staff.

5.3.4 Local Focus

The Trust values its historic relationship with Birmingham and the Black Country.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Localism has been one of T2A's two work streams focusing on how the localism agenda can assist in improving the criminal justice system for young adults.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Grassroots work focussed on Birmingham and the Black Country. The Equality and Diversity Centre in Dudley is a great example of positive integration and community building.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Working productively and strategically with credit unions in Birmingham to improve city-wide coverage of non-exploitative financial instruments.

Strategic Objective 4: Governance and Management – Highlight 2009-13: The feasibility study into the social investment potential of Be Active Birmingham resulted in future funding being secured.

5.3.5 Relationship with funded groups

The Trust aims to be an approachable, fair and responsive grant maker.

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Strategic Objectives 1-4 – Highlight 2009/13: Our model continues to involve working closely and supportively with funded organisations across all programmes.

5.3.6 Valuing learning

The Trust aims to be a learning organisation open to the exchange of information and ideas, with its work grounded in a solid evidence base.

Strategic Objective 1: Criminal Justice – Highlight 2009/13:

Commissioned formative (Oxford University) outcomes (Catch22) and cost benefit (Matrix) evaluations of T2A.

Strategic Objective 2: Migration and Europe – Highlight 2009/13:

Maintaining input to Transatlantic Trends over four years; results over time have far more chance of being influential than one-off survey/polls.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: The conference showcasing four community resilience research projects in Birmingham.

Strategic Objective 4: Governance and Management – Highlight

2009-13: Publication of IVAR's most comprehensive report yet on 'funding plus' in the UK – *More than Money* with which the Trust is closely associated.

5.3.7 Innovation and independence

As an independent grant maker, the Trust is alive to emerging needs and new ideas and ways of working and is willing to take risks in pursuit of social justice.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Funding the 'Rare Day' film tracking attempts at peace-making between rival gangs.

Strategic Objective 2: Migration and Europe – Highlight 2009/13:

Support for Open Democracy's 'People on the Move' website, which publishes online articles on migration.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: The ippr 'New Era Economics' project which is taking a fresh look at economics in a post-crash world.

Strategic Objective 4: Governance and Management – Highlight

2009-13: Being in the vanguard of work to catalyse the social investment market.

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5.3.8 Quaker ethos

While there is no requirement for trustees or staff to be Quakers, and most are not, the Trust values its historical roots within Quaker ways of working and tradition of social and penal reform.

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Quaker concern for penal reform is very longstanding and based on the belief in human redemption. Our programme continues that tradition.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: The Quaker commitment to racial justice and a human response to the practical needs of asylum seekers and migrants are at the core of our programme.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: The Quaker commitment to the equality and equal value of all people is demonstrated by the programme.

Strategic Objective 4: Governance and Management – Highlight 2009-13: History of the Trust to be published shortly. Promoting the development of the Social Investment market is an extension of longstanding Quaker interest in ethical investment.

5.4 Cross cutting themes

The Trust's Strategic Plan (2009/13) identifies a particular interest in the following four themes across its work. All these are reflected across our funding programmes.

5.4.1 Supporting the independence and diversity of the voluntary sector

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Bringing together the T2A partners across a broad range of third sector activity.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Focussing on campaigning organisations which give migrants a voice.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Introduction of 'Small Change', a funding pot for micro initiatives in mutual aid.

Strategic Objective 4: Governance and Management – Highlight 2009-13: Encouraging and enabling staff to participate in governance of various third sector organisations.

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5.4.2 Addressing gender-based disadvantage

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Continued involvement in the Corston Coalition and support for Anawim Women's provision in Birmingham.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: Focus on migrant domestic workers issue.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Support to increase participation and representation of LGBT community in civic life in Birmingham.

Strategic Objective 4: Governance and Management – Highlight 2009-13: Trust has women in senior roles of Chair and Chairs of Committees and (unusually for an endowed Trust) a majority of women trustees.

5.4.3 Addressing disadvantage based on race and ethnicity

Strategic Objective 1: Criminal Justice – Highlight 2009/13: Work supporting grassroots organisations tackling gang-related issues in Birmingham.

Strategic Objective 2: Migration and Europe – Highlight 2009/13: The nature of this programme is largely to do with promoting racial justice and harmony.

Strategic Objective 3: Poverty and Inclusion – Highlight 2011/13: Support for Voice4Change England conference on 'Mainstreaming Equalities' with OCS Strategic Partners.

Strategic Objective 4: Governance and Management – Highlight 2009-13: Presentations by brap and London Detainee Support group to the Trustee Board Meeting.

5.4.4 Funding groups, projects and programmes in Birmingham and the West Midlands

All programmes have a portfolio of work located in Birmingham and the Black Country. Much of this is 'grass roots' and some is research with a focus on Birmingham, either stand-alone or as case-studies. The Head of Programmes and other Programme Team members have extensive contacts in the area and regularly visit projects. Strategic partnerships have been developed with key third sector infrastructure organisations and the Head of Programme's involvement in the Bishop

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of Birmingham's Social Inclusion Enquiry has embedded the Trust in key policy initiatives in the city.

5.5 Looking forward 2013-16

5.5.1 The Board agreed at its July 2012 meeting that vision, mission, values and cross cutters of the Trust remain fit for purpose and should remain in place.

5.5.2 All the review paper and proposals for the 2013-16 Plan have therefore fully taken them into account.

5.5.3 The Trust will continue to improve our approach to evaluating our impact against the vision, mission, values and cross cutting themes as well as the objective of each specific programme.

6. PROMOTION OF PHILANTHROPY AND CROSS CUTTING THEMES – FUNDING STREAMS

6.1 For the past two years, you have allocated a modest amount of budget for work promoting philanthropy or which is key to the Trust's vision but cuts across individual programmes.

6.2 A breakdown of spending under these themes is shown at Appendix 3. Broadly, the promotion of philanthropy budget helps develop new forms of philanthropy (such as social investment) or philanthropy infrastructure (such as ACF or etc). Spending from the cross cutting budget includes the All Party Parliamentary Group on Human Rights, for example. In the current year, budget has been set aside for a possible reinvestment in the Third Sector Research Centre. It is recommended we retain the flexibility of these budgets, which offer opportunities for catalytic and/or key strategic grants, often of modest amounts.

7. CONCLUSIONS

7.1 The review process has been a valuable and illuminating one to which many people have contributed generously.

7.2 You are now asked to reaffirm the Trust's vision, mission, values and cross cutting themes and put in place the various elements of the Strategic Plan (2013-16).

Sara Llewellyn, Chief Executive
January 2013

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Appendix 1

SUMMARY OF TRUSTEE DISCUSSION ON 'WHAT KIND OF TRUST DO WE WANT TO BE?'

Over dinner on Friday, 20th July and in the Board meeting on Saturday, 21st July 2012

The Chief Executive's discussion paper was used as a starting point for debate. HRC had fed her views in prior to the dinner event and these were reported to the meeting at suitable points.

The paper ended with a series of key questions; what follows is the Chief Executive's summary of the responses to these questions.

(I) To what extent should the Trust aim to work 'in the image' of the founders? And what does that mean for us now?

Enduring values come from Quaker and therefore the founders' values. However, Barrow Cadbury deliberately set up the Trust with a non-permanent endowment and with a constitution giving trustees "absolute discretion" to pursue the trust's charitable objectives as they saw fit. It was strongly felt, therefore, that the trust is not and should not be 'in their image' or pursuing only their interests but remaining true to their social justice values. One person suggested that this gives legitimacy to hereditary trusteeship if undertaken diligently. The trust has evolved and adapted over time.

(II) Are our vision, mission and values still fit for purpose? Are we committed to being a strategic funder?

Yes to all four. Full consensus.

(III) How do we define the 'truth' we are seeking to speak to which 'power'?

Strong endorsement for a 'speaking truth to power' model. Some discussion about the importance of keeping some of our funding 'close to the ground' and benefitting people in need directly, while using opportunities to enable that work to 'speak truth to power'. There was also further reflection on 'whose truth?' and a reminder that we should be the enabler or conduit for the voices of others, particularly those with little access. "Enabling the unrepresented and inarticulate to speak the truth of their lives" through stories, testimony and narratives. Some of our current work is very academic and we must have balance in this regard.

(IV) In which areas should we attempt to 'add value' through collaboration, funder plus approaches and creative uses of resources?

Generally, people were comfortable that we should be working collaboratively wherever the added impact produced outweighed the cost (particularly in time and effort). Much of our strategic work can only be pursued through collaboration. The model of using all our assets (not just the financial ones) to deliver social justice outcomes was reinforced. 'Funder plus' activities and added value approaches are key to our way(s) of working. A discussion about investing in inspirational people also emerged from this question.

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(V) Should we be more up front in articulating our model is to be catalytic (in a variety of ways)?

Strong consensus articulating catalytic impact as the right way forward. Everything we do should be “purposeful” and all grants (and other work) should be linked either directly or indirectly to policy or having influence. Yes, we should articulate this more strongly in our representation of the trust’s work.

(VI) How should we operate and fund in Birmingham and the West Midlands?

Several people noted we should not do *unstrategic* work simply in order to fund in Birmingham and the West Midlands. We certainly should not fund in the region simply out of habit or sentiment. If work of a strategic nature would be better done in another region, so be it. On the other hand, we should fund strategic work at the ‘grass roots’/local level (especially on the Poverty and Inclusion Programme) and have a policy influencing/enabling role for Birmingham. The Head of Programme’s work on the Bishop’s enquiry and the continued interest in “Why do Neighbourhoods Stay Poor?” were given as examples. Our work in the region should be about building an evidence base and “putting Birmingham on the map”.

(VII) Should we manage within our capacity better by a) being more focussed on fewer things, or b) being more hands-off in some areas?

On the subject of our own capacity, it was agreed this needed more thought from the Executive Team in the first instance. Staffing and financial resourcing were briefly discussed with the general agreement that our staff are key assets and we should think of them as ‘agents of change’ not administrative costs. Having said that, if we spread ourselves too thinly, focus and the opportunity for impact can be diluted.

(VIII) Should we continue to mix the models of proactive and responsive grant making according to the organic development of our programmes? And maintain our capacity for grant making which is ‘fleet of foot’ in a fast changing in environment?

Yes and yes. There was clear consensus in favour of a ‘mixed model’ of proactive and responsive grant making and being ‘fleet of foot’, as demonstrated by the levels of grant delegation to the executive which enables speedy decisions.

(IX) There was no question nine!

(X) Are we being bold enough or are we tending to the risk averse?

Board members strongly endorsed the trust’s longstanding commitment to being bold and taking risks, particularly over contentious issues from which others often shy away. The advantage of having the Fund was noted in respect of being able to do things which are (or could be perceived to be) outside of the legal definition of charitable, but which could have social justice impact. Some risks do not pay off and it was noted that due diligence should be undertaken to ensure that ‘taking risks’ does not equate to funding without due care.

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(XI) Should we be better integrating an equalities 'lens' to everything we do/or making a more public statement about our commitment to equalities as a core part of our approach?

There was strong endorsement for all the trust's work having an equalities dimension. "It's what we do", "It's at the heart of what we're about", "It goes without saying". The Board expressed full support for the Chief Executive to express this publicly and for the Strategic Plan for 2013-16 to be drawn up with this in mind.

(XII) As a 'learning organisation' are we learning enough and passing that learning on?

This was considered too 'closed' a question..."Of course we do!" The question was not discussed in any detail (it was getting late!) but learning, development, evaluation and dissemination were all seen as key to our way(s) of working and should be the focus of a 'continuous improvement' approach and considered as part of the review.

(XIII) Should the 2013-16 Strategic Plan 'wind down' a proportion of our work so that the Board has genuine choice regarding spending levels thereafter?

There was consensus for a broadly similar level of 'spend' over the upcoming 3 year period (and maybe longer). It was generally agreed there should be a 'wind down' of live commitments through the period so that the Board has a genuine choice at a later point (note: staff team is assuming 3 years' time) to return to a perpetuity model spending level if it so wishes, without leaving a negative or wasteful legacy. Techniques for managing expectation were touched upon (e.g. purdah, closing programmes at times).

(XIV) Is our own house sufficiently in order?

This was considered very important. The trust prides itself on being a good employer and treating all partners fairly and well. Social investment, using our office premises and other approaches are all part of being an organisation which practices what it preaches.

**Sara Llewellyn, Chief Executive
October 2012**

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Appendix 2

Summary of Key Points

From the Trustee Meeting Strategic Review Roundtable

Held on 27th October, between 11am-1pm, BCT

The roundtable briefing meeting commenced at 11.05am. It was noted that the Chief Executive would facilitate this session to enable the Chair of the Trust to participate fully in discussions.

Following introductions of Trustees and the staff team and welcoming the external experts, the Chief Executive outlined the format and rationale for the roundtable. It was noted the outcomes would feed into the Trust's strategic planning for 2013-16.

The biographies and expertise of panel members were noted.

Julia Unwin OBE, Chief Executive, Joseph Rowntree Trust and Joseph Rowntree Housing Trust

The key insights noted from Julia included:

- With the benefit of hindsight we could see that the global financial crisis in 2008 was expected / could have been predicted, but at the time we were surprised.
- Following the crisis was a period of expectation that a return to normal would take place –we don't expect this any longer. A huge long-term systemic transition is required
- The deficit has become common ground, present in everyone's mind.
- Tax raised as percentage of GDP, Government targeted spending as percentage of GDP- 36%:49% is widely accepted.
- Huge deficits in world resources – peak oil. When will the lights go out?
- In addition to economic deficit and a deficit of resources there is also a deficit of politics- in all four nations and all political parties there is a mean mindedness and coalescence around the deficit position and other principal policies.
- A return to growth is only evident in London and that return to growth is tiny (1%).
- Globalisation has reduced the wealth gaps between countries but increased the gaps within countries. Referenced Danny Dorling's work on the subject of geography and inequality.
- There is a need to change how we (the sector) communicate what it does do and how it does it –i.e. less broadcast, i.e. one way sending out of messages and more dialogue.
- The emergence of new organizations and new forms of social activism.
- Channels for outrage/anger are quite different to what has come before-e.g. Occupy Wall Street – different and challenging.

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- In the past we concentrated on the architecture (institutions) now the focus is the engineering (what we do).
- There is a risk that traditional voluntary sector organisations may erect barriers to these new forms of activism.
- There is a need to realign welfare. The old welfare system trapped people in poverty – in the past we let people down by not providing a strong idea of how to support those in poverty, now we find ourselves defending the indefensible in the face of hardening attitudes towards those living in poverty / those on benefits etc.
- US anti-welfare stance of ‘why invest in losers’ would not be framed in this way in the UK but these sentiments are being expressed.
- The growing dismissal of the state- there is not such an overt argument about preference for small or big government in the UK as there is in the US but you only have to look at the paper today to see hesitancy about government – scepticism about the role of government. The problems of our time can not be solved by government alone.
- We need to note the difference in relationships with government that exist between the four nations and within those nations (opposed to Ed Miliband’s ‘One Nation’ idea). In some places (e.g. dispersed leadership in York) there is a blurring of boundaries between statutory and voluntary sector taking place. In Birmingham – new more entrepreneurial governance.
- London is not a reliable compass for future development; lead cities have a different relationship with government. The 4 countries are becoming divergent.
- There is a growth in confidence in national assemblies/parliaments.
- Demographic change: ageing society (not just people living longer but older people becoming a more sizeable section of the population). Some cities –very young (Bradford Birmingham). How we manage intergenerational transfer is very important.
- Voluntary sector does not have a good track record on coping with change.
- We need facts and figures on the one hand and passion and morality on the other to be brought together- both are important. If we keep going on parallel lines then we won’t go far on the track of social change.
- Funders and voluntary organizations divide into two camps, those who understand delivery and want to improve it and those who take a more structural viewpoint and think that equalities and approaches matter.
- The importance of developing different relationships with other players, including the corporate sector. When arrived at JRF Julia’s mantra was ‘we have got to have surprising friends’.
- JRF are now working with ASDA because the staff and customers of ASDA are among the poorest in the country- they have an understanding of the lived experience of poverty.

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- We need to think about how can the sector align small scale change with the bigger picture and what does poverty mean in the 21st Century?

Karl Wilding, Head of Policy, Research and Foresight, NCVO

- Pessimistic about the future of the voluntary sector but optimistic about social change (communities not just being resilient but also changing).
- 2008 was the financial income peak of the voluntary sector, today inflation is one of the biggest challenges- it is rising costs not lack of funding that has such a detrimental impact on the voluntary sector.
- The winners in the voluntary sector are getting stronger and the losers weaker- squeezed middle of voluntary sector.
- Anticipate that there will be a reduction in the number of organizations in five years time but they will have more money.
- The decline of grants income, in real terms, £2billion less than at the beginning of the decade. Have dealt with this by a reduction in advocacy and an increase in contracted service.
- Contract income is on the increase and adult social care accounts for most of local authority expenditure- 'graph of doom' of cost of care for ageing population. Money for advocacy in decline.
- One chink of hope is new forms of finance –NCVO trying to engage constructively e.g. pilot social impact bonds but social investment is not a replacement for income but a mechanism for scaling up successful intervention.
- Growth agenda is the only game in town – must play the game; engage with it so that we can bend it.
- Climate change / sustainable building / equalities – seen as burden (get in the way). Government not interested in the demand side.
- The Big Society agenda narrative is no longer being used but still underpins policies currently in place; we (the voluntary sector) had the big society agenda handed to us on a plate but were prejudiced against Conservatives – viewing them as hating us and the poor- a significant lost opportunity. The Conservative party conference shows that many Conservatives feel passionate about poverty but just have a different approach. Big Society policies such as open public services, national citizenship still here and the voluntary sector need to work with it.
- Government – when wanting to achieve social change will look to business first, rather than the voluntary sector.
- Innovative partnership between councils and voluntary sector in some areas e.g. Shropshire; in St Albans voluntary and community sector is moving into council offices.
- Outcomes in the current dominant rhetoric, Payment by Results will be a struggle to implement.

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- NCVO criticized by members for not fighting the cuts but the problem is that political parties have public support for reducing the deficit.
- NCVO argues that the government should cut with care, with a scalpel not a hatchet.
- Need to embrace technological revolution.
- Tech and social change:-
Recommended reading:
 1. 'Disrupting Philanthropy' Lucy Bernholz,
 2. 'The Networked Nonprofits' Beth Kanter
- Highlighted Tessy Britton's blog Collaborate.
- New ways of organising, organising without organisations.
- If we see the state/ business / citizens as tectonic plates, what is the role of philanthropy within this?

Julia Unwin OBE

- Agree that growth is the name of the game but we need to define/challenge what we mean by "growth"- shouldn't just be financial.

John Mohan, Deputy Director, Third Sector Research Centre

- New forms of social action and the importance of making connections between and across communities.
- Referred to citizenship surveys which find the proportion of population engaged but not how much time is spent engaged.
- 30% of population giving 80% of money and 90% of time/help. Volunteering not evenly distributed.

Steve Wyler OBE, Chief Executive, Locality

- In reference to Julia's distinction between facts based approaches and passion/morality driven approaches— it has to be both but the two are not distinct. Facts are stories, stories become facts; William Blake 'what is now proved was once only imagined'.
- Feels that the voluntary sector is becoming a thing of the past and so the sector should be adaptive to crisis – (adaptability and creativity has been achieved in even the poorest communities).
- The 25% increase in volunteering in Locality's networks resultant from people being mobilized under pressure-represents a paradigm shift.
- Willingness to get involved: in Poplar door to door survey questioning local people about becoming involved in their community – 600 people wanted to get involved, 300 put their name forward to volunteer.
- Must not assume that all will happen through technology. Expectation that the web and rich people will replace what is cut / gaps.

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- Encourage the Trust to support people who are trying to adapt.
- Further than just ensuring marginalized voices enter the corridors of power, must enable those at the bottom to be capable of taking control. Especially reference the community organizing programme.

Ceri Goddard, Chief Executive, The Fawcett Society

- We have been sold this idea that the only solution of damage to growth is growth – market / capitalism – build on itself and therefore will survive.
- The importance of influencing policy makers – however small the state is, it is still important to try to influence the state and markets.
- New forms of organising / mobilizing but influence on policy is not huge because despite organisations creating an environment for change there is a lack of policy solutions OR organizations that have policy proposals lack the passion / zeitgeist.
- Warned Trustees to balance the impact on lives with reality.

John Kingston, Chair of ACF and previously Director of Charities Aid Foundation Venturesome (social investment fund)

- Social investment provides access to capital, invest in future /growth / opportunity to do things differently – e.g. Charity Bank.
- Agree with Karl's point: social investment not a substitute for income.
- The difference between local groups, charities, social enterprises, social purpose business, mainstream business in the ESG (environmental, social and governance) agenda models.
- Charities critically need access to mission driven capital.
- Little more than 0.5% in social investment of charity capital.
- Recommended Trust should continue to lead by practice and develop social investment markets.
- Philanthropy a journey. People firstly give away reactively (spraying and praying) then move up and mature, try to change world (where BCT has pitched its tent).
- Need to be flexible.
- Plea to share learning – Quakers often quiet about learning / sharing learning.

Sara Llewellyn: Highlighted links to P&I programme – e.g. Move Your Money Campaign funded by the Trust, resulting in 500,000 people moving their money and the Trust's embryonic but committed involvement in social investment.

Rob Berkeley, Director, Runnymede Trust

- Highlighted the difficulties in the current climate and 35% cut in funding.
- Patterns of inequality – e.g. black young people are twice as likely to be unemployed as white young people.
- The disappearance of the movement against racism even though racism still persists.

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- Paradoxical fact that apparently nobody is racist (e.g. John Terry debacle) and yet racism persists.
- Large corporate organizations (e.g. British Gas) more progressive than the government Equalities Office (linking to the Julia's notion of surprising friends).
- The examples of Croydon Council and challenges of reducing inequality in school, importance of supplementary schools and the Tottenham Defense Campaign to discuss issues around racism at local level. Croydon supplementary schools are now losing funding because have not adequately proved the difference they have made.
- Need to have wide range of voices in this discussion, not just the great and the good.
- Allying expertise with activism was therefore considered essential.

Marie Staunton, Chair, Equality and Diversity Forum (EDF)

- The economic benefits of investing in the poor globally and self reliance in the UK.
- Lack of articulation of BCT's theory of change in the strategy papers.
- The communication of social change and mechanisms and skills required.
- The question of how to move the middle is very important – surprised that Changing Minds / British Future was not in the Communications Strategy (EDF did some research into 'Changing Public Attitudes to Human Rights' and how to focus resources on the conflicted middle to change their attitudes).
- More thinking should be done around role of the private sector in financial inclusion.
- What works to increase local agency- key question.
- Challenged whether we actually need long term sustainable organizations.
- Highlighted communications and governance skills as key.

Vivienne Hayes, Chief Executive, Women's Resource Centre

- From equalities perspective – never managed to achieve enough structural change in the past decades.
- The Gender Equality duty has not developed its promise, been sidelined by the economic climate.
- The sector is in crisis but needs to move beyond this as it is disabling.
- Vivienne felt the voluntary sector was in a state of shock- like electric shock treatment some will die and the rest will need to be really creative.
- The economic, political, legal system issues were not being addressed, the economic situation was alarming and groups were incapacitated and disempowered with fewer opportunities.
- Big question – modification of capitalism is necessary – need to look at.
- Visible movements – where are they – provided sense of hope and belonging.
- The lack of inclusivity and bringing different communities together.
- Inequalities between women shouldn't be ignored (growing up as a working class girl, did not feel part of the feminist movement).

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- Marginalized voices have to be at the top to build bridges between lived experience and theory.
- Need an inclusive feminism – voices of the most excluded must be included.
- Need to be creative, not use silo approach-‘joining up the dots’ – lot of fertile growth when economy drops.
- Can’t engage audiences by letter – people engage in different ways.
- Concern about growing movements – right-wing violent crime.

Question

- Sustainable capitalism – what does it look like and mean? How can you address entrenched attitudes?

John Mohan

- Concern about survival of organizations.
- To look at state of local economy – i.e. deprivation, size of organization, which key organization needed to be preserved and supported and consider which organizations have gone under and why.
- Little evidence that volunteering has increased, certainly no ground swell.
- If we compare people today and their predecessors, today people are less likely to give (‘cohort decline’ not just age-related, difference in giving)

TRUSTEE Comments/Questions

Gordon Mitchell

- Crisis in institutional leadership – i.e. local authority, health trusts, local government – as well as dissent.
- New activism using social media, connecting nationally to what can do, activated peoples sense that they can do something.
- Also fragmentation and self interest. Social media- campaigns are overwhelmingly oppositional and mainly self-interested. How can we help build common cause?
- New forms of organizing include groups like the EDL – cautionary note.
- Picked up on Viv’s point about people working together – levers of change.
- On models of change- structural / regulatory change is only one aspect of change. Must also consider behavioral / attitudinal change.

Questions:

- Is there something about levers of change changing – not same as traditionally 10 years ago?
- As government contracts, where do we intervene?
- Where do we support leadership?

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Sara Llewellyn: Being oppositional is not enough on its own. Interventions without context can be problematic.

Ruth Cadbury

- Local Authority funding and individual funding – graphs of doom and the big changes in welfare are still to come.
- Women's Day – few white, working class women – we've lost in some communities

Questions:

- How bad is it going to get?
- What is context for next 12 months?

Erica Cadbury

- What is philanthropy for, do we have role in terms of new businesses and new wealthy in the sector and are the new wealthy thinking about philanthropy in the same way?
- Deep divide between old style voluntary organizations and the newly emerging sector.
- Some voluntary sector organizations – sold soul to regime of contracting – destroyed flexibility, made them less fleet of foot
- Maybe new environment will open up new energy and less bureaucracy in organizations and campaigns.

Sara Llewellyn: to influence at policy level, must influence public discourse and be clear what impact we want to achieve. Resources should be used flexibly. Also need to share learning with the sector (i.e. other foundations).

Anna Southall

- As BCT is small and can't do everything – what were the unusual and surprising friendships the Trust didn't make, what had we missed and how can we move this from conversation to reality?

Tamsin Ruppachter

- What impact can we make? Must have an impact lens on everything

Sara Llewellyn: Next stage will be to develop an impact strategy and use an impact lens on all of the Trusts work.

Nicola Cadbury

- Issue of voluntary sector naval gazing, not doing enough

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Questions:

- How to link in the grassroots organizations?

Sara Llewelin: Collaboration only useful when needed – must be disciplined.
Julia's 'final word' was a recommendation to the Trust to be bolder and braver.

Sara Llewelin closed the meeting with a vote of thanks to guests.

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Appendix 3

<u>Organization</u>	<u>Amount</u>	<u>Request Amount</u>	<u>Approval Date</u>	<u>Project Title</u>	<u>Program Area</u>	<u>Assessing staff</u>
Cross Cutting						
Clore Social Leadership Programme	Grant: 36,000.00 Paid: 12,000.00 Bal.: 24,000.00 Term: 21 Months	36,000	27/03/12	Evaluation of the Clore Social Leadership Programme	Cross-cutting themes	Debbie Pippard
Global Dialogue	Grant: 60,000.00 Paid: 20,000.00 Bal.: 40,000.00 Term: 36 Months	60,000	28/04/12	Thomas Paine Initiative	Cross-cutting themes	Ayesha Saran
Imaan	Grant: 3,000.00 Paid: 1,900.00 Bal.: 1,100.00 Term: 4 Months	2,000	16/08/12	Imaan International LGBTQI Muslim Gathering - Celebrating Community Diversity	Cross-cutting themes	Debbie Pippard
Lunar Society	Grant: 9,500.00 Paid: 3,000.00 Bal.: 6,500.00 Term: 33 Months	9,500	18/06/12	Core Administration Costs of the Society	Cross-cutting themes	Debbie Pippard
New Philanthropy Capital	Grant: 10,800.00 Paid: 10,800.00 Bal.: 0.00 Term: 3 Months	10,800	28/05/12	Impact practices survey	Cross-cutting themes	Debbie Pippard

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Parliamentary Human Rights Trust	Grant: 64,000.00 Paid: 44,250.00 Bal.: 19,750.00 Term: 24 Months	64,000	20/05/11	Legal Advisor/Group Coordinator	Cross-cutting themes	Debbie Pippard
Quaker Service Memorial Trust	Grant: 15,000.00 Paid: 0.00 Bal.: 15,000.00 Term: 12 Months	15,000	17/10/11	Quaker service memorial underwriting	Cross-cutting themes	Debbie Pippard
Quaker Service Memorial Trust	Grant: 10,000.00 Paid: 10,000.00 Bal.: 0.00 Term: 12 Months	10,000	21/05/12	Turner bequest donation to QSMT	Cross-cutting themes	Debbie Pippard
Quaker Service Memorial Trust	Grant: 15,000.00 Paid: 15,000.00 Bal.: 0.00 Term: 12 Months	15,000	17/10/11	Quaker Service Memorial	Cross-cutting themes	Debbie Pippard
UK Feminista	Grant: 33,600.00 Paid: 8,400.00 Bal.: 25,200.00 Term: 24 Months	33,600	21/07/12	Feminist Community Organising in Birmingham and the Black Country	Cross-cutting themes	Marina David
	Total Cross Cutting	255,900				
Promoting Philanthropy						
Charitable Trusts West Midlands	Grant: 15,000.00 Paid: 5,000.00 Bal.: 10,000.00 Term: 31 Months	15,000	23/03/12	Charitable Trusts West Midlands Membership Development	Promoting Philanthropy	Debbie Pippard
Community Foundation for Northern Ireland	Original: 1,000.00 Grant: 1,440.00 Paid: 1,440.00 Bal.: 0.00	1,000	23/03/12	Contribution for tickets to EFC dinner for CFNI guests	Promoting Philanthropy	Asma Aroui

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	Term: 5 Months					
Community Foundation for Northern Ireland	Grant: 10,000.00 Paid: 10,000.00 Bal.: 0.00 Term: 9 Months	10,000	21/09/11	EFC 2012 Belfast Conference	Promoting Philanthropy	Debbie Pippard
Ethex Investment Club Ltd	Grant: 10,000.00 Paid: 10,000.00 Bal.: 0.00 Term: 2 Months	10,000	10/09/11	Ethex set-up	Promoting Philanthropy	Debbie Pippard
European Foundation Centre (EFC)	Grant: 1,000.00 Paid: 1,000.00 Bal.: 0.00 Term: 12 Months	1,000	25/01/12	2012 EFC AGA and Conference - Support the Scholarship Programme	Promoting Philanthropy	Marina David
FairShare Educational Foundation	Grant: 50,000.00 Paid: 24,000.00 Bal.: 26,000.00 Term: 24 Months	50,000	21/01/12	The Campaign for Responsible Investment	Promoting Philanthropy	Clare Payne
Global Dialogue	Grant: 10,000.00 Paid: 10,000.00 Bal.: 0.00 Term: 12 Months	10,000	20/05/11	(Ariadne European Human Rights Funders Network) - towards the development of the Ariadne Human Rights Funders Network.	Promoting Philanthropy	Ayesha Saran

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Global Dialogue	Grant: 15,000.00 Paid: 5,000.00 Bal.: 10,000.00 Term: 36 Months	15,000	24/08/12	Ariadne - European Human Rights Funders Network	Promoting Philanthropy	Ayesha Saran
Mama Cash	Grant: 36,500.00 Paid: 26,250.00 Bal.: 10,250.00 Term: 12 Months	36,500	28/04/12	Influencing Philanthropy: mobilising resources and leadership for women and girls	Promoting Philanthropy	Marina David
National Association for Voluntary	Grant: 5,875.00 Paid: 5,875.00 Bal.: 0.00 Term: 4 Months	5,875	19/08/10	A nation round table seminarr for academics, senior civil servants and leaders of VCS support and development organisation aimed at improving leadership of the VCS at national and local level.	Promoting Philanthropy	Debbie Pippard
New Philanthropy Capital	5,000.00	5,000	23/04/12	Impact measurement survey	Promoting Philanthropy	Debbie Pippard
The Pennies Foundation	Grant: 20,000.00 Paid: 15,000.00 Bal.: 5,000.00 Term: 11 Months	20,000	28/04/12	Pennies	Promoting Philanthropy	Marina David
UK Sustainable Investment and Finance	Grant: 10,000.00 Paid: 10,000.00 Bal.: 0.00 Term: 2 Months	10,000	05/10/11	National Ethical Investment Week 2011 Charity Engagement Programme	Promoting Philanthropy	Debbie Pippard

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Voice4Change England	Grant: 15,780.00 Paid: 15,780.00 Bal.: 0.00 Term: 6 Months	15,780	28/08/11	Mainstreaming Race Equality: Rhetoric or Reality?	Promoting Philanthropy	Debbie Pippard
Voice4Change England	Grant: 9,500.00 Paid: 9,500.00 Bal.: 0.00 Term: 3 Months	9,500	12/03/12	BMR Leader roundtable and retreat	Promoting Philanthropy	Debbie Pippard
	Total Promoting Philanthropy	214,655				

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Paper 2

STRATEGIC OBJECTIVE 2: CRIMINAL JUSTICE

1. PROGRAMME PURPOSE

To support people who are within or at risk of entering the criminal justice system to improve their life chances, with a particular focus on young adults and women.

2. PROGRAMME OBJECTIVES

- 2.1 To develop evidence for, and support the demonstration of, effective approaches for young adults at all stages of the criminal justice process, with the aim that these are implemented in policy and practice at a local and national level;
- 2.2 To increase the evidence base for, and interest in, effective interventions for girls and women at risk of entering, and within, the criminal justice system; and
- 2.3 To support and strengthen the penal reform sector, particularly with identifying and disseminating best practice to those in power at a national and local level.

3. PROGRAMME ACTIVITIES

- 3.1 To develop evidence for, and support the demonstration of, effective approaches for young adults at all stages of the criminal justice process, with the aim that these are implemented in policy and practice at a local and national level
 - a) The Transition to Adulthood Alliance (T2A) will continue to be convened and its secretariat provided, and its remit for parliamentary engagement and public affairs work maintained;
 - b) The 'T2A Pathway', a framework for supporting demonstration projects at multiple stages of the criminal justice process, will be developed and evaluated, which will support the growth of the evidence base for effective interventions for young adults through the provision of data for analysis and case studies;
 - c) The evidence base on 'developmental maturity' as a key factor within the transition to adulthood will be developed, drawing on the fields of criminology, psychology and neurology;
 - d) T2A activities will include gender and racial dimensions wherever possible, and specific activities with these foci will be undertaken; and

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- e) A small number of 'grassroots' projects that focus on the transition to adulthood age group will be supported in Birmingham and the Black Country, and learning fed into the T2A programme.
- 3.2 To increase the evidence base for, and interest in, effective interventions for girls and women at risk of entering, and within, the criminal justice system
- a) Activities that promote and demonstrate the need for gender-specific criminal justice approach for girls and young women will be supported, primarily in collaboration with other trusts and foundations; and
 - b) Specific focus will be given to the subject of sexual exploitation, particularly in relation to gangs.
- 3.3 To support and strengthen the penal reform sector, particularly with identifying and disseminating best practice to those in power at a national and local level
- a) Activities that directly engage parliamentarians and policy-makers will be supported, such as the All-Party Parliamentary Group on Penal Affairs;
 - b) Organisations that act as infrastructure bodies and Alliances will be supported to provide a strengthened voice for their members;
 - c) Award schemes that identify, celebrate and disseminate best practice and extraordinary talent in the criminal justice sector will be supported; and
 - d) It is expected that all funded projects will include elements to ensure the voices of those delivering and receiving services at a local level are heard at a national level and inform policy decisions.

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What type of funder do we want to be?

1) Speaking truth to power

- a) The Trust will support grassroots projects to give voice to those who are receiving services, by facilitating events at which service users speak and by collecting case studies and promoting them via the BCT website.
- b) The T2A Pathway will be designed to ensure that the T2A programme is more closely aligned to this aim, and that the voices of service providers and recipients are heard at senior levels nationally and locally.

2) Catalytic funding

- a) The funding used to develop the T2A approach and its evidence base will aim to further the systemic change in policy and practice across the country.
- b) The T2A pilots have been successful in achieving sustainability in different ways, and all have attracted mainstream funding. This will be an aim for the new 'T2A Pathway'.
- c) These principles will also be applied women-specific projects, where BCT funding will primarily be used to lever funding from other sources through pooling and matching.

3) Proactive vs. responsive balance

- a) The majority of the programme's funding will be proactive, reflecting the mature nature of the T2A programme, which has clear objectives and priorities and a strong existing evidence base on which to build. The T2A Pathway will support a specific network of projects that fit with the existing framework.
- b) However, the fast-moving restructuring of the criminal justice system will mean some responsive activities are required. This may include the evidencing and demonstrating more effective approaches to show an alternative model, as well as rapid responses to provide evidence in support of, or contrary to, policy decisions.

4) Contribution/focus of grants in Birmingham/Black Country

- a) Most grassroots funding, and at least some of T2A Pathway projects, will be located here.
- b) Other opportunities to highlight best practice and engage policy-makers and practitioners in this region will be sought.

5) How programme will address gender-based disadvantage

- a) There will be specific funding for projects focussed on girls and women, primarily through collaboration with other funders;
- b) Specific attention will be given to the subject of sexual exploitation where it relates to gangs;
- c) The T2A programme will ensure that all projects include a gender dimension, and will undertake some gender-specific projects.

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6) How programme will address disadvantage based on race or ethnicity

- a) The T2A programme will ensure that all projects include a racial dimension;
- b) It is proposed that the T2A programme will seek to develop specific projects in relation to race and ethnicity; and
- c) The programme will support activities that examine the overrepresentation of BME young adults throughout the criminal justice system.

7) How programme will support independence and diversity of the voluntary sector

- a) The Trust will support infrastructure bodies, Alliances and other initiatives that directly engage parliamentarians and policy-makers through the provision of, and exposure to, examples of best practice, as well as an understanding of the realities faced by those delivering and receiving services at a local level;
- b) It is expected that all funded projects will include elements to ensure the voices of those delivering and receiving services at a local level are heard at a national level and inform policy decisions; and
- c) The Trust will continue to support a variety of award schemes that promote best practice, particularly where they are relevant to the overarching objectives of the programme (young adults, girls and women, racial justice).

2015/16 break point

- T2A strategy renewed annually in December, allowing flexibility and proactive planning around its future (particularly in December 2015);
- T2A Pathway will be designed to have a six month lead in, with projects going live for two years from mid 13/14 and ending six months before the end of 15/16;
- Supporting the sector projects tend to be one or two-year grants, with no longer-term commitments planned.

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Annex 1

Story so far and SWOT analysis

Story so far

The criminal justice programme has had significant influence on policy and practice in the 2009-13 strategic period, most notably the T2A programme, through which the T2A pilots and the work on maturity have made the direct impact. Important progress has been made to support the needs of women serving sentences in the community through the Trust's engagement with the Corston Independent Funders' Coalition, although these services remain highly vulnerable. The Trust has supported a number of valuable initiatives that have strengthened the penal reform sector, but grassroots funding has not been sufficiently linked to the programme's policy work.

Transition to Adulthood programme

Since 2008, the Trust has commissioned and funded Alliance members and external partners to publish more than 30 research and policy reports, building a strong portfolio of evidence for a more effective approach for young adults in the criminal justice process. It has also delivered:

- Three T2A pilot projects established in 2009 have all achieved a form of sustainability as the pilot phase comes to an end;
- Three evaluations of T2A pilots have shown very positive impact of reducing reoffending, improving social outcomes and providing value for money;
- High profile parliamentary launches of two flagship T2A Alliance reports have been held: T2A Manifesto (2009) and T2A Pathway (2012)
- A national T2A conference attracted more than 150 senior delegates and high-level speakers (May 2011);
- A high-impact programme of work on maturity and criminal justice was launched in 2011 and has had a major impact on policy which has started to directly affect practice.

Young adults and transitions are increasingly at the centre of government policy. Notable highlights that can be attributed at least in part, and substantially, to T2A include:

- Parliamentary roundtable and literature review on maturity as a concept in criminal justice (March 2011), influenced the inclusion for the first time of 'lack of maturity' as a mitigating factor in Sentencing Guidelines for adults (July 2011), followed by the Crown Prosecution Service's proposal that 'maturity' should be a factor for reducing culpability in charging decisions (August 2012);
- Endorsements for the T2A approach in major reviews including the Riots, Communities and Victims Panel (January 2012) and HM Inspectorate of Probation & Prisons thematic on transitions (July 2012);

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- Creation of a Transitions team in the Youth Justice Board (December 2011) and a cross-government transitions working group (March 2012), followed by the production and dissemination of a Ministry of Justice and YJB 'Youth to Adult Transitions Framework', based largely on the model developed by T2A Birmingham, with foreword by the T2A Chair (September 2012);
- Justice Select Committee calls T2A to give evidence to Youth Justice Inquiry (October 2012) after the Minister for Justice announces a specific young adults NOMS commissioning strategy for young adults (August 2012);
- A BCT-funded maturity practice guide for probation is developed and trialled with two largest probation trusts (London and Staffordshire and West Midlands, January 2013)

Grassroots

The Trust has funded a range of organisations in Birmingham and the Black Country. Primarily these organisations have focussed on supporting young people and women. Only some of these projects were able to measure their impact in a rigorous way.

Although an attempt to create a consortium framework for small organisations ('Key Birmingham') proved challenging for the Trust to manage, the consortium continues to operate and has had some success at attracting funding from statutory agencies.

Women and criminal justice

The Trust has supported a number of projects that have contributed to Corston agenda to support women in the criminal justice system. Much of the work was reactive to the change of government in 2010, which required additional focus and effort from the sector to reverse the new government's decision to end funding for 40 community women's centres set up by Labour government (2010-12) (which was achieved for two years before the government devolved this funding to probation level). Notable activities include:

- BCT membership of the Corston Independent Funders' Coalition, including contribution to the costs of an advocate for the group (2010);
- Trust funds part of a high-profile report on girls and gangs by Race on the Agenda (ROTA), which included a focus on Birmingham (2011);
- Trust supports Birmingham-based Anawim as part of CIFIC's negotiation with Ministry of Justice for one year split-funding (2011-12); and
- Trust supports Women's Breakout (umbrella body for community women's centres) to implement its communications and parliamentary strategy (from July 2012).

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Supporting the wider sector

Funding of sector initiatives and awards has been a significant part of the programme's work. These include:

- Funding of the secretariat for the APPG on Penal Affairs, provided by the Prison Reform Trust, which has seen consistently high-level speakers and membership of leading and influential parliamentarians;
- Funding initiatives that are less attractive to, or not possible for, other funders, including the Commission on Sex in Prisons convened by the Howard League for Penal reform (from September 2012);
- Support for sector awards, including the Butler Trust Awards, Koestler Trust Scholarships, the Robin Corbett Award and Howard League for Penal Reform Awards.

External environment

The current political and economic context provides opportunities and challenges. The September 2012 reshuffle has brought a toughening of rhetoric to the Ministry of Justice. The Coalition's plans for a 'rehabilitation revolution' and the introduction of 'payment by results' look set to develop at great speed, which could see unprecedented changes to the infrastructure of the criminal justice system.

The devolution of budgets to probation level for women's community centres is a concern and their sustainability remains highly vulnerable. However, the appointment in the reshuffle of a minister with a lead on women's justice issues is also a positive development.

Several organisations that the Trust has supported in this period have closed due to the financial climate or because their core grants have ended, with mainstream statutory funding becoming increasingly limited (e.g. budgets within youth offending services and probation trusts for external spot-purchasing of services from community groups have been massively cut).

Support services to which grantees might once have diverted people to have shrunk or closed (e.g. health services, youth services), meaning that more capacity is taken up with front-line and acute provision rather than early intervention or prevention.

According to Clinks, much of the criminal justice voluntary sector is suffering, with 95% of VCS organisations in this field making redundancies this year, and 75% drawing on their reserves in 2012-13 to survive.

T2A's strong evidence base, and the pilots' proven impact and value for money, look to have established young adults as a priority group, a position that should be maintained amid the major changes are to come.

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SWOT analysis

Strengths

- Long history of penal reform
- Independence (broker, convener)
- Reputation of the Trust
- Clear focus
- Funding for three more years
- Trust's ability to influence and access a wide range of influencers
- T2A Alliance (expertise, stability, longevity, strength of unified voice)
- Impact of T2A (policy, research, practice demonstration, evidence)
- Partnerships/coalitions (CIFC)
- Social investment (SIB)
- Team knowledge
- Birmingham reputation
- Support of sector (awards, APPG, CJABIIG)
- Risky (subject matter) projects (Howard League commission)

Weaknesses

- Limited resources for reactive funding/new initiatives
- Grassroots project application quality generally poor
- Evaluation of impact of grassroots project limited to date
- Link between grassroots and policy poor
- Capacity to influence at a local level is limited
- T2A pilots ending (see threats)
- Work in relation to gender and racial justice piecemeal

Opportunities

- Impact on policy and practice (centrally and locally)
- T2A pathway (theory of change) and evaluation results from pilots
- Potential new focus for grassroots ('grassroots T2A pathway')

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- Evaluation of impact over a three year period
- 'Increased' budget (with T2A pilots ending)
- More focus/specific initiatives on gender and racial justice

Threats

- Financial climate (changing/decimated statutory/voluntary sector; more demand for our limited budget)
- Huge changes to criminal justice system infrastructure imminent
- T2A pilots ending (no new data/evidence, live demonstration/research sites)
- Unclear medium/long-term objectives/end-game for T2A (also an opportunity)
- Political landscape (central government policy/legislation could become more punitive)
- Localism (drain on capacity in order to impact on policy and practice)

Political

- Ministry of Justice has had a major reshuffle
- Labour supportive of the T2A agenda
- Shifting criminal justice landscape (e.g. probation, prisons, police)

Economic

- Impact of cuts on criminal justice significant
- Ability to upscale good practice challenging
- Interest in what works and what is cost-saving
- Payment by results a significant player in funding models

Social

- Impact on people (unemployment, benefits, etc) likely to drive up crime rates, particularly among young

Technological

- Social media a method of disseminating findings and keeping in contact with practitioners and policymakers

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Legal

- Changes to criminal law likely
- PCCs and police may have more summary powers
- Maturity work by T2A may have impact (e.g. sentencing guidelines)

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Annex 2 Consultations

Three consultation/discussions were held between September and October 2012 to inform the strategy. The first was at the T2A Alliance Members' Meeting in September, which addressed the specific challenges and opportunities that are likely to be faced by the T2A agenda. The second was a presentation and discussion at the October BCT Programme Committee on the origins and development of the 'Corston agenda' on supporting women in the criminal justice system, with a focus on what BCT could do to support this in its next strategic period. The third was the substantial criminal justice roundtable, which was primarily a discussion about the challenges and opportunities facing the voluntary sector in the next three years. These discussions are summarised below.

"T2A three years from now, what should the T2A Alliance have achieved by 2015?" – T2A Alliance Members' Meeting discussion on Tuesday 4 September

What are the likely challenges ahead for young adults and the criminal justice processes?

- **Economic:** Employment landscape; benefits changes; further education; Payment by results (binary measurement of offending)
- **Structural:** End of YOIs; Changing service thresholds; PCCs; Probation Trust reform; NHS changes
- **Political:** Punitive stance; localism agenda (including devolution of budgets)
- **Evidential:** Higher impact standards

What should the T2A Alliance do to further strengthen its evidence base in light of these challenges?

- Economic benefit of T2A approach
- Comparative evaluation of T2A approach against control group (RCT)
- Record of local criminal justice practice for young adults across the country
- Ensuring that voices of young people are heard in T2A's work
- Rethinking the role of custody for young adults
- Focus on front end (especially policing) of criminal justice process
- Role of community groups in preventive work

Three years from now, what would a score of 10/10 for the Alliance's campaign and work look like (at a central and local level)?

- T2A has a robust evidence base for its approach at every stage of the T2A Pathway
- Economic case for the T2A approach is robust and shows clear cost-benefit

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- A specific transition and young adult approach is delivered throughout the criminal justice process in all areas (including police, CPS, probation and prisons)
- All criminal justice professionals have a transitions/young adult component in core training
- Criminal justice professionals throughout the process understand and apply best practice on the concept of maturity (maturity assessments created, tested and validated)
- Maturity-appropriate responses in place in the community and custody
- Central government has transitions as a priority issue across departments
- Consistent media coverage supporting the agenda
- Cross-party support for a transitions approach

Corston: Origins, development and future – BCT Programme Committee, 27 October 2012

There is an ongoing need to change how women in the criminal justice system, who were 5% of the prison population, are viewed and dealt with.

Policy developments:

- Pre Corston: Women's policy was a tiny niche area in the Home Office. However, the escalating number of suicides in 2002-3 (13 in total in HMP Styal) of women in custody and the increase in self-harming resulted in Baroness Scotland's independent review in 2003, which helped to highlight changes needed to the system and bring the issue into the mainstream.
- The political leverage led to investment of £9m in the creation of the Women's Offending Reduction Programme (in 2004)
- Further incidents of self-harm and suicide led to Baroness Jean Corston being asked to lead an inquiry into vulnerable women in the criminal justice system, which became the Corston Report in 2007. Its underlying ethos was that these are women offenders with multiple problems, but that their offending and problems should not define them. It also highlighted that short prison sentences were a major contributor to the problem.
- In 2010, £15.6m was committed to the funding of around 40 women's community projects across the country
- The major shift in focus of parliamentarians since the last election and a sense that 'we've sorted women' is disappointing and has resulted in an initial lack of a written strategy or inter-ministerial group, and devolution of funding for the women's centres to NOMS.
- Helen Grant's appointment as justice minister with dual responsibility for women offenders and equalities has led to a renewed focus for campaigners and policy-makers but it is too early to say how successful it will be.

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The women's community centres:

- There has been reduction in the annual funding to £3m nationally, and lack of funding for the referral of women.
- The need to capitalise on relationships and the relevance of communications to achieve strategic influence and impact.
- Equality issues can be raised to demand a different treatment for women.
- There is a challenge for small specialist agencies and need for gender specific services. Women's centres are too small to undertake dissemination work and economic analysis and a body of evidence (e.g. social return on investment analysis) are required
- There is great importance in early intervention before transition. Early intervention was a chasm but also an innovative area for catalytic change and potential funding
- Further research is needed to expose the problems as well as a further Corston Review to challenge government was also deemed necessary. The Trust could consider capitalizing on the success of the T2A project, by extending it to include women

Criminal Justice Strategic Review Roundtable, 26th November, 2-4pm, Summary of Key Points

The participants were welcomed by the Chief Executive, Sara Llewellyn who chaired the roundtable and gave a brief introduction to the work of the Trust. An overview of the evolution of the Criminal Justice programme and its current form was given by Criminal Justice Programme Manager, Max Rutherford. Lead Trustee for the Criminal Justice Programme, Anna Southall, was present.

At this roundtable, the Trust invited attendees to contribute to the Criminal Justice programme's planning stage. The Trust stressed that it was particularly interested in receiving input from attendees on the following:

-What are likely to be the biggest structural changes to the criminal justice process in the next three years?

-What are the current (and likely future) levers for change for those seeking to influence penal policy and service delivery related to the transition to adulthood and women?

-What are the most impactful ways to ensure that voices at the grassroots are heard in the corridors of power?

-How can the Trust specifically embed racial and gender justice in the programme's work and in the projects funded through it?

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A summary of the key points raised during the discussion follows under three broad themes:

- Structural changes and impact on the voluntary sector
- Policy shifts
- Equalities; gender and racial justice

Theme one: Structural changes and impact on the voluntary sector

Rob Allen, Independent researcher and co-founder of Justice and Prisons, former Chair of T2A Alliance

Role of BCT/T2A

- Barrow Cadbury Trust-terrific portfolio-essential part of having a somewhat decent penal system.
- Pleased that the Trust is retaining a focus on the Criminal Justice system.
- T2A –last few years, influence has increased on probation and sentencing.
- Pleased that T2A got in early and were in contact with PCC candidates.
- Commend BCT for working with policy through grassroots-intermediaries – we need someone to be saying the rational/humane thing, this is very important.

Uncertainties

- There are an above average number of uncertainties at the moment. Some uncertainties (e.g. Police and Crime Commissioners) are an entirely new structure, uncertain where the PCCs will take policing or what their future role/powers will entail.
- What is happening in society (more people in poverty) will have repercussions for the criminal justice system increase in crime in due course – probably in about 5 years from now.
- Probation service seems to be on the way out, starting with a shrinking role of delivering services.
- The Voluntary Sector must brace itself to protect and extend its achievements.
- Must be bold – message to the Prisons Minister– mess with criminal justice at your own peril.
- The penal reform sector and academia need to build an alliance to hold the line.

Joyce Moseley OBE, Chair, T2A Alliance

Structural changes

- Probation reforms coming – need to bring values back and look at what works.
- Must find a way to keep the morals and the money together – money is dominant, particularly under payment by results.

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'What works'

- Evidence of what reducing offending is about – young adults having better lives, better relationships/education/employment.
- What reduces offending fits with what reduces the cost to the public purse.
- There is a need for more evidence based programmes – e.g. being able to say that if you do this then you will reduce offending.

Juliet Lyon, Director, Prison Reform Trust

Structural changes

- Structural changes, but a clumsy reduction and devolution in funding – local authorities will have to pick up the tab.
- Overarching issues will be money and the coming election – parties will start posturing – Justice Select Committee's Justice Reinvestment Report should be dusted off.
- Commissioning and marketisation – going to have a profound impact.

Positives

- Chris Grayling – interested in evidence, speaking in a different voice to government – very helpful.
- Remand population will drop dramatically – Ken Clarke's secret legacy.
- Health reforms, mental health Liaison and Diversion services – advantages for women and young adults, are a welcome commitment. But diverted how and to what, given that statutory support services are shrinking?

BCT's work

- If possible – keep drawing on demonstration projects, different voice, very helpful.
- Individual users meeting Ministers as constituency MPs – react well to individuals.
- T2A work has taken a long time, but it is comparatively recently that change has been occurring, which reveals the importance of sticking with a particular area.

Clive Martin, Director, Clinks

Threats to the voluntary sector

- There is a fractured civil alliance being back-footed by government's arbitrary changes.
- Chris Grayling turning localism back into national – commissioning again on national level.
- Evidence for payment by results from Peterborough not yet available.
- Restorative justice – deemed to be huge panacea but still need treatment etc.
- Consensus needs to be developed – civic organisations set a direction that is different to government.

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- Locally- Clinks' surveys of members- all getting worse, the demand for services is up dramatically, difficulty of liaising and accessing local commissioning, reorganisation of staff, working from reserves.
- Draining away of services locally.
- BME service and advocacy sector almost disappeared.
- Locally very difficult, very wobbly- in need of strong civil alliance.

Opportunities

- Funders (e.g Corston Independent Funders' Coalition) can play an honest broker role, moral decency argument – this is enormously important.
- Government focusing on families – a lens through which the most troublesome in society are accessed.

Theme two: Policy shifts

Phil Bowen, Director, Centre for Justice Innovation

Policy landscape on shifting sands

- Government doesn't seem to have a joined up vision of what they want.
- Drift away from localism to national commissioning.
- Incentivising a local approach has died a death.
- Health and wellbeing good angle at which to examine these issues, but the arrangements are very confusing and fractured.
- Announcement that everyone should have a mentor – but what/how to fund?

Opportunities

- Try to base what we do in best evidence and try to get government to think along these lines
- A civil alliance needs to show how to disinvest from what is not effective, not just evidence what works – reinvestment is positive but what about the immediate problem
- PCCs – but how many are up for intelligent debates or just populism?

George Barrow, Reducing Reoffending - Voluntary and Community Sector Infrastructure Development, Ministry of Justice

Role of T2A/BCT

- T2A as a model and approach – very useful for government – putting money where your mouth is and sticking with it for a long time – pretty unique.
- Don't forget that the government is the poorest of all – huge debt, Ministers constantly thinking about how to cut costs.

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Opportunities

- Opportunities for much more restorative justice – new legislation will allow this.
- Local Authorities hold so much power and control pathways e.g. education/employment.
- Justice reinvestment not totally forgotten.
- Community budgets ('whole place') four pilots about to start with reducing reoffending strands

Katie Aston Community Safety Unit, Lead on Voluntary Sector, Home Office

Home Office as lone figure of localism

- Home Office [unlike NOMS cf above] not going back to centralised commissioning.
- In the Home Office feels like the lone figure of localism; different to other government departments.
- Sole priority has been to reform the police. PCCs have no framework – don't know how they will organise themselves, probably something to do with the LGA or around party political affiliations.
- 12 of the Chief Constables are temporary and many feel that they should reflect the communities that they police.

Opportunities

- PCCs will be commissioning victim services.
- Mental Health will continue to be a priority as well as crime trends, illicit substances and reducing offending.
- No edict about commissioning; rather policy should catch up with practice.
- Voluntary and community sector could have important role locally.

Police

- PCC manifestos, if to be believed, priorities will be: Anti-social Behaviour/victims/neighbourhoods and communities/domestic violence.
- New college of policing provides an opportunity to influence police training.
- Evidence is that effective intervention does interest the police.
- PCCs in areas with a significant ethnic minority population might do something about the issue of race to ensure effective policing for all communities.
- PCCs – only a few things that they have to do nationally / strong sense that they are to serve everyone in the community and won't put up with bullying from the centre.
- PCCs are talking to each other a lot about how to reconfigure and the voluntary sector should ensure it is part of this.

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Theme three: Equalities; Gender and racial justice

Carlene Firmin, Principal Policy Adviser (Child sexual exploitation, victimisation and abuse), Office of the Children's Commissioner, and co-author of recently published report on Inquiry into Child Sexual Exploitation in Gangs and Groups

Sexual exploitation

- Gangs and child exploitation key areas of interest of government
- Boys as perpetrators – adult services are having to reach down to a younger age when perpetrators are under 18 for domestic violence. Transition to adulthood in this group is very complex.
- 16+ being pushed through adult services-work needs to be done on this
- People working on gangs or generic youth don't have the specialism to deal with cases of domestic violence –skills gap and lack of acceptance of this
- Need to bring together siloed approaches
- Mentoring has its merits but isn't addressing what healthy relationships are-not part of the package
- Not going to be Education but Home Office that takes up these issues.

'Racialising' criminal justice

- Punitive language is racialised by government on some areas of criminal justice, and key issues couched in race: e.g. gangs = black, exploitation = Muslim/Pakistani.
- Need to look at why certain boys are involved in these crime types (Racialised offences – Tim Bateman, University of Bedfordshire has looked into this)
- But this is very difficult and there is a danger of entrenching race issues.
- Danger that response will be "they commit the worst offences" – need to turn on its head.
- Victims/perpetrators: Black boys frequently have their phones stolen but do not report this – no confidence in the system – cycle of victim and perpetrator.
- Maybe a role in BME victims' voices.

Women and criminal justice

- Corston Report on vulnerable women in the criminal justice system never extended to young women.
- System shouldn't respond the same, YOTS are not gender sensitive – e.g. often girls breach because don't want to go to centre where they get abuse from boys.

Jackie Russell, Director, Women's Breakout

Demonstrating what works for women in the criminal justice system

- Women's services – very hard to capture outcomes on paper and the evidence of what works, but you can see it when you visit centres.

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- Criminal justice has a disproportionate impact on women, and so do the cuts.
- Local/small organisation, very difficult to compile and present evaluation into something coherent that commissioners can understand.
- Whose job is it to evidence projects? – evaluation should be embedded in funding.
- User voice can be powerful when commissioners hear about how ordinary people's lives have gone awry. But money doesn't follow response to user voice

Challenge of localism

- Localism has a negative impact on specific issues that are lost at the local level because not large enough – someone has to keep national lens.
- Localism – there are 35 Probation Trusts which means that the individual projects can't get round the table – and so are not engaging in strategies being devised at a local level.
- There has been a withdrawal from women at risk agenda.
- Those with sentences of under 12 months are not on probation caseload and yet it is this group that is the revolving door.
- To move away from hard end services towards prevention takes a bold decision-maker to shift; therefore there has been a withdrawal of early intervention.

Joyce Moseley

- Youth Justice Board won't intervene on BME over-representation in the youth justice system – complexity is daunting.
- Might be benefits in focusing on policing's impact as a race dimension.

Julie Lyon

- Climate is different now than a few years ago. There is no interest/appetite for equalities (women or race).
- Event held by Barrow Cadbury Trust and the Lunar Society a few years ago demonstrated the positive benefit of bringing together different alliances.

Clive Martin

- Do something à la Corston for race – but not now as there is no traction.
- Baroness Young is keen to hold a roundtable on commissioning better outcomes for young black men more generally.
- Voluntary and community sector, as well as government, quiet on race issues.

Sara Llewellyn closed the meeting by thanking all participants for their contributions.

Common themes from the roundtable:

- The approach of BCT should be praised: Demonstrating what works and sticking with one area of focus is helpful to the sector and to government;
- There are an above average number of uncertainties in the criminal justice system at the moment;

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- A civil alliance in the voluntary sector should be formed and must find a way to keep the morals and the money together;
- Policy is being made on quickly shifting sands, and localism is being overturned by renewed centrist commissioning practices;
- There is opportunity to influence during major overhaul of police practice; and
- Gender and racial injustice still very challenging, but little traction with government

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Paper 3

STRATEGIC OBJECTIVE 2: MIGRATION AND EUROPE

1. PROGRAMME PURPOSE

- 1.1. To promote an immigration system that is fair to both migrants and established residents and a constructive policy and public debate on migration and integration.
- 1.2. It is also suggested that the name of the programme is changed from 'Migration and Europe' to 'Migration'. The current name gives a misleading impression that the programme is more focused on influencing policy at European level. The proposed name change would more accurately reflect the focus of the programme, which works at various levels, including local, national and European.

2. PROGRAMME OBJECTIVES

- 2.1. **To support communities and empower vulnerable groups** in order to promote the fair treatment of asylum seekers, refugees and migrants.
- 2.2. **To broaden and deepen the public debate** on migration and integration and ensure that it that draws on shared values as well as evidence.
- 2.3. **To inform public policy** and promote workable and fair policies in relation to immigration and integration.

3. PROGRAMME ACTIVITIES

- 3.1. **Proposed outcome:** Better supported communities and groups working with asylum seekers, migrants and refugees. Activities could include:
 - Support for grassroots organisations in Birmingham and the West Midlands, particularly those lobbying for policy change or who work with groups that do not receive statutory support e.g. undocumented migrants;
 - Work promoting greater understanding within communities and countering xenophobia and racism e.g. City of Sanctuary, Hope not Hate; community organising or research about the relationship between diversity and cohesion;
 - Supporting migrant organisations, campaigners, networks and others to lobby for changes to policies that will promote the fair treatment of vulnerable asylum seekers,

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refugees and migrants, particularly undocumented migrants, those in immigration detention and groups facing discrimination;

- Support for promising practice that has the potential to be replicated and/or affect national, local or European policy change e.g. European Programme on Integration and Migration (EPIM) and the Cities of Migration project.

3.2. **Proposed outcomes:** A more nuanced, constructive, public debate on migration and integration that draws on shared values as well as evidence. A better informed debate that involves a broader alliance of stakeholders (e.g. trade unions; business; faith groups). Activities could include:

- Work to change the dynamic of the public and political debate on immigration and increase positive attitudes towards immigrants, asylum seekers and refugees (e.g. British Future, All-Party Parliamentary Group on Migration) ;
- Alliance building: to bring a wider range of voices into the public and policy debate, including those from communities most affected by immigration and unusual or counter-intuitive champions (e.g. British Future, Migrant Voice);
- Supporting work to understand public attitudes and concerns about immigration and integration and develop appropriate responses (e.g. Transatlantic Trends: Immigration, Migration Observatory);
- Supporting work to make a positive case for immigration during the run-up to the European and general elections in 2014 and 2015. Building on the recent learning trip to the US, it may be possible to build a strategic alliance of foundations and grantees that would aim to move the immigration debate decisively through a combination of policy and political research, campaigning, advocacy and community organising. (e.g. Institute for Public Policy Research (IPPR) and Hope not Hate);
- Supporting networks at local, national and international level to promote equality, solidarity and fairness within the context of immigration and integration (e.g. work with the European Foundation Centre; European Programme on Integration and Migration);
- Convening work: for example to build on the significant learning that has been generated through contact with campaigners and communications specialists in the US.

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3.3. **Proposed outcome:** a policy debate informed by evidence and research, which promotes workable solutions that are fair to both migrants and established residents. Activities could include:

- Funding research to identify emerging needs amongst vulnerable groups, particularly in the context of the recession and ongoing public sector cuts;
- Identifying emerging issues of concern in the public debate in order to support work to address concerns appropriately. For example: segregation in some poorer communities; the exploitation of children and its alleged link to race/culture; the impact of regional differences in migration patterns (north/south in particular); the changing nature of immigration from the European Union (e.g. IPPR and Policy Network);
- Supporting policy research, particularly in the run-up to the European elections in 2014 and general election the following year (e.g IPPR; Transatlantic Council on Migration/Migration Policy Institute, Migrants' Rights Network);
- Promoting learning from international examples, particularly on issues that directly affect the UK debate, such as increasing xenophobia and Islamophobia and transnational links between radical right-wing parties and movements.

4. WHAT TYPE OF FUNDER DO WE WANT TO BE?

4.1. **Speaking truth to power.** Facilitating links between grassroots groups and policy work will remain an integral part of the Trust's migration strategy. It will also continue to support campaigners and involve the voices of those affected by policy changes and injustices. Current examples include: Detention Action, Women for Refugee Women, Migrant Voice and Asylum Aid.

4.2. If the Trust is able to play in role in supporting a co-ordinated approach to making a positive case for immigration in advance of the elections in 2014 and 2015 this will contribute significantly towards increasing democratic engagement with a debate that is usually dominated by a vociferous minority.

4.3. Strengthening the evidence base will remain an important part of the research and policy work, although it is also important that better and less contested evidence is complemented by a values-based narrative on migration and integration in the UK.

4.4. **Catalytic funding.** A focus on catalysing change, including policy change, is core to the proposed strategy. The Trust will continue to work in partnership with others on this

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complex issue, as it requires not only significant amounts of time and investment but also a wide range of perspectives and approaches.

- 4.5. Proactive vs responsive balance.** The Trust's grant-making strategy will remain partly reactive, particularly in the West Midlands. However, much of the Trust's strategic work will be developed in partnership with groups identified by the Trust, particularly research, policy and communications work. The Trust will also facilitate links and learning between the groups its funds, including through drawing upon international examples.
- 4.6. Birmingham/West Midlands focus.** The Trust's historical links with Birmingham and the West Midlands will be maintained through both research and policy work and grants and outreach. Grassroots funding will primarily focus on Birmingham and the Black Country. In addition, links will be developed between national and local groups where appropriate and the Trust will identify appropriate opportunities for Birmingham to be used as a case study in research and policy work.
- 4.7. One of the key recommendations of the Bishop of Birmingham's recent social inclusion process was that the city develops policies to use its super-diversity as an asset. It is proposed that the Trust contributes to this process by sharing its ideas learning on this subject.
- 4.8. Addressing gender-based based disadvantage.** The programme will continue to have a strong focus on the equalities agenda, particularly gender and ethnicity. In addition to supporting groups focusing primarily on ensuring that women in particular are not disadvantaged on the basis of gender, all grant-making and convening activities will take into account the issue of gender. For example, where feasible, research on undocumented migration should make reference to if/how irregular immigration status affects women and men differently.
- 4.9. Addressing race/ethnicity based disadvantage.** Although the UK has comparatively well developed legal protections against discrimination on the basis of race and ethnicity, discrimination against non-white residents and nationals persists. This particularly applies to those recently arrived in the UK, who may also face linguistic and cultural barriers to employment and integration. In this context, the migration programme will strive to empower marginalised individuals and groups, many of whom may be discriminated against on the basis of their ethnicity or religion. The proposed work on changing the debate on migration is also closely linked to addressing this type of disadvantage. For example, one of its aims is to understand and address cultural concerns about immigration and integration in order to promote better understanding and less hostility and prejudice between different groups.

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4.10. Supporting the independence and diversity of the voluntary sector. The Trust will support the resilience and strength of groups working with asylum seekers, refugees and migrants in various ways. In Birmingham and the Black Country this will be done through ensuring that its grant-making strategy is responsive to the changing funding climate. This may involve supporting infrastructure critical to the survival of local groups (e.g. Piers Road New Communities Centre). More broadly this will be done through ‘funder plus’ activities, such as convening; linking policy and practice and work to ensure that marginalised groups and voices are listened to in the public and policy debate.

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Annex 1 STORY SO FAR

Since it was launched in 2008, the Migration and Europe programme has gained momentum and has developed a clear analysis of the issues facing vulnerable migrants and the change that needs to take place in order to overcome barriers they often face in British society.

The programme's focus on the fair treatment of both migrants and established residents reflects the Trust's longstanding commitment to equality and a peaceful society that is free from discrimination. It builds on work that has been funded in Birmingham since the 1970s, when racial tensions erupted in the city.

During the current cycle of the strategic plan (2010-2013) the programme has focused on supporting grassroots groups and migrant voices; strengthening the evidence base as well as campaigning for the fairer treatment of vulnerable migrants. In partnership with others, it has focused on developing a new mainstream discourse that reflects evidence that the majority of the British public have complex and nuanced views on immigration. The Trust has also supported work to develop solutions to the public policy challenges immigration and integration presents in modern democratic societies. It has also supported work at community level to build support for the fairer treatment of migrants and to understand how a 'welcoming culture' can be promoted, particularly in poorer communities affected by high levels of immigration.

Attributing success is always difficult but some achievements linked to this programme include:

- Progress in relation to the capacity of migrant and refugee groups, including the development of migrant voices in the policy and public debate through support to groups such as Migrant Voice and Women for Refugee Women. In Birmingham and the West Midlands a number of groups have been supported to lobby for policy changes locally.
- Development of campaigning and communications strategies through sharing learning from other sectors and countries and the development of British Future.
- The evidence base is also much more accessible and arguably less contested, mainly as a result of the establishment of the Migration Observatory, which has proved a credible independent commentator but also a valuable source of information for experts and campaigners.
- There are also some indications that new allies are being brought into the debate, including the higher education lobby, business voices, children's charities and trade unions.
- The Trust's work has also contributed towards a growing awareness among policy-makers, politicians and the media that public attitudes are more nuanced in the UK than is often presented, through projects such as the Transatlantic Trends: Immigration survey.

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- Another success has been the development of Changing Minds, which builds upon the Trust's identification of hostile public attitudes as a key barrier to a progressive approach to migration and integration. Now gaining momentum, this collaboration with other foundations has led to a strategically aligned set of grants (totalling around £4.5million) that is having an impact upon the migration debate in the UK. The largest project to emerge from this is the establishment of British Future, now an independently constituted organisation with four full time staff members and a Living Wage intern. Other important projects and organisations working within the framework of Changing Minds include: the Migrants' Rights Network; the Institute for Public Policy Research, Women for Refugee Women and Hope not Hate/Searchlight.

EXTERNAL ENVIRONMENT/RATIONALE FOR PROGRAMME PURPOSE

Although significant progress has been made in recent years, hostile attitudes and the toxic debate remain a key barrier to the fair and equitable treatment of migrants, asylum seekers and refugees.

There are indications that immigration will become a fiercely contested issue in the European and General elections, due to take place in 2014 and 2015 respectively. At present the three main political parties remain divided and/or undecided on the approach they should take in the run-up to the elections.

The risk for those supportive of a constructive debate on immigration, asylum and integration is that further politicisation will lead to mainstream parties proposing even more punitive measures to curb immigration. Such measures would not necessarily assuage voter concerns but could undermine recent progress towards an immigration debate that reflects the complexity of mainstream public opinion.

While it is important to campaign for specific policies and reforms, a sole focus on the public policy sphere is unlikely to yield results. This is because policy-makers and politicians are constrained by the way the debate is currently framed. Similarly, supporting grassroots organisations is critical in terms of achieving positive change within communities, but a broader focus may be required if the Trust wishes to achieve long-term social change.

As long as immigration continues to be presented in predominantly negative terms, politicians are likely to focus on responding to anxieties by adopting policies to restrict the rights of migrants already in the country and to cut immigration in a manner that is unlikely to assuage concerns. These types of responses are not conducive to the fair treatment of vulnerable groups and may undermine solidarity within communities.

There is also the risk that the hostility of the current debate obscures some positive developments in recent decades. For example, attitudes, particularly amongst younger people, are becoming less prejudiced towards immigrants and ethnic minorities in the UK and public opinion data frequently shows that many people view immigration as a problem nationally but not locally. There is also evidence to show that in diverse communities where there is meaningful interaction at neighbourhood level newcomers are less likely to be seen as a threat. The

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approach that is being proposed will also enable the Trust to try to build upon work at community level in order to tackle racism and xenophobia and help create more welcoming communities.

Addressing the difficult and contentious area of public attitudes is both risky and requires long-term commitment. It has taken several years to develop a realistic, evidence based approach and funding strategy to address the highly complex area of influencing public attitudes. During this time the Trust has built up some successful partnerships and alliances and the work is steadily gaining momentum. Therefore it is proposed that the migration programme continues to build upon this work during the next three years. By doing so there is the possibility it will be able to achieve lasting change.

MIGRATION PROGRAMME: SWOT ANALYSIS

STRENGTHS

- Strong partnerships with the voluntary and community sector (VCS) and other foundations;
- Grassroots focus on West Midlands links to policy work where appropriate;
- Clear strategic focus and policy areas;
- Expertise in this subject area (staff and partners);
- Support for migration policy research, an under-funded but important area.

WEAKNESSES

- Difficulty of balancing existing work and new partnerships with limited budget;
- Linking policy work to practice can be difficult to deliver effectively;
- Empowering grassroots voices in a non-tokenistic manner is difficult;
- Articulation of why certain areas are not usually funded could be clearer.

OPPORTUNITIES

- Changing Minds work is gathering momentum. Is there an opportunity to attract further interest/funding?
- Strengthening international links an important opportunity in terms of learning and influencing policy and practice;
- Networks and partnerships – could be developed further to maximise impact of programme;
- Establishment of new organisations (British Future, Observatory) – may lead to new opportunities and different types of partnerships (e.g work to bring in new allies).

THREATS

- Instability and low morale within the VCS because of the economic climate.
- Grassroots groups may focus on survival/service delivery and campaigning may become less of a priority at a time when it should be a greater imperative;
- Closure of the Diana, Princess of Wales Memorial Fund may create more demand for funding and will also lead to a constriction of a small pool of similar funders, as well as the loss of valued colleagues.

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MIGRATION AND INTEGRATION - PEST ANALYSIS

POLITICAL

General/policy developments

- The dominance of a restrictionist agenda, whereby the principal driver for policy seems to be to cut immigration numbers dramatically, means that migrant and refugee rights are a low priority for mainstream politicians.
- Immigration cap: there is a possibility that the Conservatives will become tougher if the numbers do not go down dramatically and its approval ratings are seen to suffer as a result.
- There is an additional risk that if the cap is not met, as seems likely, the Government could shift the focus to measures to tackle undocumented migration by further restricting the rights of those already in the country.
- Census data: the recent release of the ethnic breakdown of the UK population highlights the extent to which immigration has transformed British society in the past decade.
- Impact of welfare cuts: what impact will they have in reality and in the public debate? Further hardening of the media debate possible. Stories about asylum seekers occupying large state-funded houses may have even more resonance against the backdrop of housing benefit cuts, for example.
- New restrictive domestic worker visa introduced in April 2012 (for example, the employee cannot change employer for any reason and will be granted a non-renewable six month visa). Increased risk of exploitation.
- Domestic workers employed in embassies have very little recourse to justice because of diplomatic immunity.
- Regularisation: unlikely any main party will support it in the near future. The only opportunity seems to be London, particularly if Mayor Boris Johnson restates his support for the policy.
- Human Rights Act/ Bill of Rights: the toxic intersection between human rights legislation and unpopular human rights rulings is likely to affect future work on immigration and asylum.
- Privatisation: a private company was just awarded a payment by results contract to contact and remove undocumented migrants. The Home Office has also recently started monitoring two companies contracted to house asylum seekers in northern England recently, over concerns that they were unable to secure accommodation according to the terms of their contracts.
- Gender: Home Secretary Theresa May is personally sympathetic to domestic violence agenda, which has led to some minor concessions for some women with insecure immigration status.
- Legal aid cuts will affect immigration cases but not asylum. Very difficult to predict consequences but it will be more difficult for some groups to access justice.
- Family reunion restrictions could adversely affect poorer families.
- Student restrictions unlikely to assuage public concerns but could bring in new allies to the debate.
- Changes to citizenship rules, redefining citizenship to focus on economic contribution. This means that poorer immigrants may not be able to become citizens.
- Integration: there is significant scope to maximise relatively positive views on the contribution immigration and immigrants have made to the country (e.g. British Future's work on the Olympics).

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- The Migration Watch 'No to 70 million' petition debated in Parliament in September 2012. The population issue is likely to remain divisive and difficult to address from a progressive position.

Party political developments

- Leadership: immigration is still seen as a risky issue for many politicians who would like to advocate a more nuanced policy.
- Coalition politics: it is unlikely that the Liberal Democrats will use immigration as wedge issue.
- Labour remains divided on the issue of whether immigration lost the party the most recent election.
- 2015 General Election campaign: scope to influence manifestos and the risk that immigration will become a divisive issue.
- 2014 European elections: scope for non mainstream parties to benefit from low turnout and to use populist anti-EU and anti-immigration rhetoric to mobilise support.
- British National Party (BNP) in decline but threat from the English Defence League (EDL) and others remains. There is a significant risk that Islamophobia could increase in the coming years, particularly as radical right parties and organisations benefit from links with other members of the 'counter-jihad' movement elsewhere in Europe and the US.
- Scottish independence has implications for debates on English identity and whether it is seen as inclusive and multiracial.

International developments

- Developments internationally in Europe, such as terrorist attacks and headscarf bans, may also have an impact upon perceptions and the debate in the UK.
- European Union (EU) politics - democratic deficit issues and the possibility of a referendum will reignite debates about immigration controls and sovereignty and human rights.
- Prime Minister David Cameron recently announced that the Government will review the EU's competencies, including freedom of movement for EU citizens. Home Secretary Theresa May has stated that she will look into curbing free movement and restricting access to benefits for EU citizens, as well as their right to bring dependants to the UK. May is also exploring the feasibility of extending transitional controls on new member states Romania and Bulgaria.
- Eurocrisis: may lead to population movements (e.g. from Greece) and also reopen debates about EU freedom of movement.
- US developments, particularly the easing of restrictions on undocumented youth could influence the UK although major changes to national policy in the UK unlikely to be palatable in the near future. It seems increasingly likely that President Obama will introduce comprehensive immigration reform in his second term, which is likely to receive significant media attention in the UK.

ECONOMIC

- Impact of public sector cuts and rising unemployment on poorer communities, many of which have large immigrant and refugee populations.
- Although the economic downturn cannot be seen to have caused anti-immigrant views, it may exacerbate tensions within poorer communities and also benefit xenophobic and populist parties.

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- Service provision for asylum seekers and refugees cut, which will have an impact on these vulnerable groups and the voluntary sector.
- Migrants disproportionately represented in high and low ends of the wage spectrum.
- There is an increased risk of exploitation in the current economic climate, particularly if the Government continues to deregulate the labour market.
- Reduced emigration during the recession means that the net migration figures are not decreasing as projected.
- The decision to suspend London Metropolitan University's powers to certify visas may lead to an overall decline in foreign students and decreased revenue for the higher education sector.

SOCIAL

- Cultural anxiety drives a good deal of concern about immigration and integration.
- Impact of developments elsewhere in Europe, which could affect social norms and debates about minorities and religious tolerance (e.g. headscarf issue).
- Recent court cases (grooming in Rochdale, 'honour' killing, witchcraft related to child abuse) can be flashpoints and fuel community tensions, advantage radical right-wing parties but also generate legitimate but difficult debates about integration.
- Demographic changes – housing, population growth.

TECHNOLOGICAL

- Social media is a useful tool for campaigners but may also facilitate links between extremist parties and movements (such as the counter-jihadists). May also make it easier for extremists on different sides to interact in a destructive manner, e.g. Islamophobic material is used by Islamic extremists to incite unrest.
- Diaspora involvement may make it easier for migrants to maintain links with their home countries but what implications does this have for their identity?
- New forms of advice are emerging, such through the internet and mobile phones (especially useful for undocumented migrants wishing to protect their anonymity);
- Fragmentation of the media – newspapers shape the political agenda but are not read by younger generations.

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Annex 2

Synthesis of individual consultations to date

LIST OF INTERVIEWEES

During the autumn of 2012 interviews took place with:

1. Martin Ruhs (Director of Migration Observatory) and Sarah Spencer (Senior Fellow at the Centre on Migration Policy and Society (COMPAS) and former Chair of the Equality and Diversity Forum)
2. Maurice Wren and Debora Singer (Asylum Aid)
3. Ishah Jawaid and Rita Gava (Kalayaan)
4. Will Somerville (Unbound Philanthropy)

ISSUES RELATED TO THE EXTERNAL CONTEXT/ EMERGING TRENDS

Many of the issues highlighted in the PEST analysis (see annex 1) were discussed during the meetings. In particular, these developments were highlighted:

- Harsher measures and rhetoric in relation to irregular migrants possible, particularly if the Government does not reduce immigration drastically. This could involve increasing internal controls in schools, universities and hospitals to boost the number of people leaving the country.
- Concerns about an increase in tough rhetoric in relation to the asylum process, with campaigners referring to a 'culture of disbelief' within the UK Border Agency.
- Student migration is likely to remain an issue, with the higher education lobby reacting against increasing restrictions and the fallout from the UK Border Agency's decision to suspend London Metropolitan University's powers to sponsor visas for new and existing students.
- The recent Cabinet reshuffle was mentioned in the context of immigration and equalities. Maria Miller is the new Minister for Culture, Media and Sport, as well as minister for women and equalities and Mark Harper is the new Immigration Minister. It is too early to assess how this will affect their respective policy areas.
- Concern was expressed about the impact of legal aid cuts on various groups of migrants and their ability to access good quality legal representation.
- One commentator mentioned an emerging government agenda to highlight and question why migrants are over-represented in low skilled jobs.

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- The privatisation agenda was mentioned by some interviewees. The expansion of private companies into this area (housing asylum seekers, managing detention and removals and now identifying and removing undocumented migrants) was mentioned as a matter of concern in relation to their accountability and the impact of this development upon the voluntary sector.

POTENTIAL FUTURE AREAS OF WORK

Some areas that were mentioned include:

- Engaging the public is a wider debate on migration remains an important aim. The negative framing of the debate remains a barrier to policy change. One interviewee cited the example of asylum policy and concerns that rhetoric and policy within the Government had recently become tougher.
- Xenophobia and Islamophobia were also mentioned as areas where more work would be valuable.
- Some talked about the need to open up the public debate by asking what migration is for.
- There was also the suggestion that there needs to be an increased awareness of the trade-offs inherent in migration and integration policy options, which would lead to a more informed public debate.
- Poor legal representation for immigrants as a result of legal aid cuts could become an important issue in the next three to five years.
- Could any cost-benefit type arguments influence the UK Border Agency? Increased control is costly and it is unclear how much public support there is for public expenditure in this area.
- One commentator mentioned that the voluntary sector needs to be encouraged to make use of the Equalities Act. It has a duty to do so and can lead the way on this. Often there is a presumption that the voluntary sector is promoting equalities, but this is not always the case.

IN WHICH AREAS COULD THE WORK OF THE TRUST ADD VALUE?

Some observations from a range of interviewees in relation to the Trust's migration work:

- The Trust plays an important role in facilitating collaborative work e.g Changing Minds, particularly in drawing in larger, more general funders to this complex area;

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- The Trust's combination of funding and 'in-house' expertise in this area was mentioned as valuable.
- Policy research on migration and integration is an important area for the Trust to fund, as few other funders work in this area.
- The Trust's 'convening power' was mentioned as a key strength.

MIGRATION AND EUROPE ROUNDTABLE: SUMMARY OF KEY POINTS RAISED (1 NOVEMBER 2012)

The participants were welcomed by the Chief Executive, Sara Llewellyn (SL) who chaired the roundtable and gave a brief introduction to the work of the Trust. Following introductions, an overview of the evolution of the Migration and Europe programme and its current form was given by Migration and Europe Programme Manager, Ayesha Saran. Lead Trustee for the Migration and Europe Programme, Nicola Cadbury, was present.

At this meeting, the Trust invited attendees to give their views on the suggested purpose for the Migration programme. The Trust stressed that it was particularly interested in receiving input from attendees on the following:

- 1. What will the political landscape look like over the next few years?**
- 2. How will the public debate develop, particularly in relation to racism and xenophobia?**
- 3. How will the policy debate in relation to integration and cohesion develop over the next three to five years?**
- 4. Where are there grounds for optimism and opportunities for those seeking to positively influence the public and policy debate?**

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A summary of the key points raised during the discussion follows:

Deborah Mattinson, Founding Director, Britain Thinks (polling and research company)

- Addressing question one (what will the political landscape look like over the next few years?) – the state of economy not going to get any better.
- People are less friendly to new arrivals when they feel they are up against the wall.
- In the focus groups that Britain Thinks runs participants are often asked for solutions to the UK's economic woes. They often suggest ending immigration.
- Next election – likely to be a hung parliament.
- Three quarters of people think that the cuts are having an impact on them- but 'they ain't seen nothing yet'.
- Research shows that lost Conservative voters have gone in equal measure to Labour and UKIP.

Sara Llewellyn: how does this link to the rise of the far right?

Sunder Katwala, Director, British Future

- Economic anxiety is a critical issue and is linked to anti-immigration but there are some positives e.g. anti-Muslim sentiment is not as prevalent as it could be/as it is elsewhere;
- Voters not turning to the far right because it is chaotic and seen as fascist and violent.
- We should be celebrating the UK as a fascist free zone.
- There is currently a 'hidden consensus' on migration amongst politicians - mostly because of EU membership (large proportion of flows are intra EU).
- One big political risk is the forthcoming debate about EU membership, which could blow the debate wide open.
- If UKIP are successful in EU 2014 election it will not because of EU issues but because of immigration.
- The issue of Bulgarian/Romanian immigration will surface - (Restrictions on how many Bulgarian and Romanian nationals can work in the UK have been extended until the end of 2013 but under European Law, the restrictions cannot continue beyond the end of 2013).

Sarah Mulley, Associate Director for Migration, Trade and Development, IPPR

- Within the migration debate – EU currently out of the discussion but set to return soon.
- Nexus of EU and migration arguments.
- Not enough connections being made between arguments from those in favour of EU and migration arguments.
- UKIP - could emerge as non-racist but anti-migration political force, which will take the debate in a different direction.

Anthony Painter, Leading Policy Network project 'Populism, extremism and the mainstream' supported by BCT

- Far right is in state of chaos but still concern as some may resort to violence.
- Political parties are really important – Conservative party and the Labour party are conflicted – will be interesting to see where they go on this issue.

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- Engaging with Conservative policy is particularly important- highlight that they are conflicted – want to subsume UKIP but not become UKIP.
- Amazed that EU and migration not come together – media will want to drive debate.

Don Flynn, Director, Migrants' Rights Network

- Anthony's point – agrees it is important to keep Conservatives conflicted – internal party tension regarding how tough a line to take on immigration/integration;
- No easy solution for EU – as long as EU basic structure remains.
- Stuart Jackson MP – proposals- 'lots of really bad things' (his Bill proposes measures to enable ministers to vary the 2004 Directive to ensure that EU migrants who come to the UK have a job arranged, have no recourse to public funds for 18 months, have no criminal records and are in good health).
- New regulations for families – its impacts are beginning to emerge;
- British citizens may need to lobby for foreign born partners to be able to come to the UK.
- Scope for "guerrilla warfare" in relation to EU migrants, for example by deporting homeless EU migrants and clamping down on unemployed migrants and their access to benefits.
- Raids in Hampshire recently – people arrested and deported, including EU migrants.
- May be useful to get a better picture of what is going on at regional level- e.g. explain impact on West Midlands.

Arten Lazari, Chief Executive, Refugee and Migrant Centre West Midlands

- Agree with Deborah- economy- bleak prospects- even if party in power changes.
- Surprised that EU and migration issues have not been the focus because now those waiting outside the Refugee and Migrant centre at 8.30 in the morning are Lithuanian and Polish people.
- Wolverhampton / Dudley / Walsall / Birmingham – desperate situation of lack of school places – frustration from this – feed into anti-immigration sentiment. Immigration from Romania and Bulgaria will only make this worse.

Sara Llewelin: A couple of years ago-in the pressure on public services argument against migration- the major resentment was housing, is it still the same or is the major issue now schools?

Arten Lazari

- Has asked his colleagues the same question; main issue is homelessness, destitution, a lack of understanding from the private sector and unemployment, but school places are reaching this point.

Scott Blinder, Senior Researcher, the Migration Observatory at the University of Oxford

- Issue of housing/pinch points is important in itself but solving these will not necessarily change public attitudes. It is more important to examine the ways in which people link these issues to immigration. People who have a problem with difference will find problems everywhere.

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- Curious how net migration target (and the anticipated failure of the government to meet it) will play out in the next election – question of what Conservatives will do in response.
- People who have an anxiety about difference and loss of control – Conservatives broken promise will influence this.

Natasha Walter, Director, Women for Refugee Women

- Women for Refugee Women- different issues to the ones touched on previously, i.e. asylum
- Anxiety about the eroding of a commitment to sanctuary / asylum.
- Must not lose idea of why asylum is different.
- Need supportive influential individuals also –writers/ actors.

Sara Llewellyn: danger of falling into an argument akin to the undeserving/ deserving poor.

Maurice Wren, Director, Asylum Aid (NB: subsequently appointed as the new Chief Executive of Refugee Council)

- Eternal optimist – will kick against the realism in the room.
- No migration policy solution to political problems.
- Difference between asylum/migration.
- Legal aid – taken away from immigration (appalling!) but retained for asylum work – could have got rid of the legal aid for pre-appeal stage but decided that working with legal representation means that systems work better –good governance.
- Attention must be on mainstream voices- e.g. child detention – need to have mainstream institutions (and voices) on board, as well as evidence to support policy proposals.

Sarah Cutler, independent consultant (ex Refugee Council and undertook research for the Trust last year on women with insecure immigration status)

- Gender work- progress in getting mainstream support for victims of domestic abuse having access to benefits – significant win.
- Collaboration between women's organisations and specialist input – those with insecure status can be successful.
- Wide range of tactics can be used, including suggesting pragmatic alternatives and strategic litigation.
- Work on undocumented young people who are unable to progress in their own lives because of immigration status (a significant number of people in this situation) collaborate with mainstream youth organisations – recent progress in the US on this.
- Legal aid cuts / sympathetic audiences retreating.
- Now to enter primary school need proof of being British – before the approach was 'don't ask don't tell'.
- How to support policy development, which is often a difficult area for casework focused NGOs?

Sara Llewellyn: The Women's Institute- a potential influential player on these issues?

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Sarah Cutler

- Baring Foundation played a key role in bringing together different organisations (e.g. Scope and the Women's Institute)
- Discuss as women's issue not immigration issue;
- Issue of young undocumented migrants – scope to form alliances with mainstream youth organisations and also to make progress by focusing on the issue of British born undocumented migrants?
- Resource allocation may cause problems for this group e.g. anecdotal evidence of schools requiring birth certificates to register children.

Maurice Wren

- Difficulty with Women's Institute (WI) is that it only works on issues identified by its members .

Natasha Walter

- Engaging the WI locally might be a more effective approach.
- Important to change the agenda – create shifts.
- Tribute to BCT for bringing in grassroots – so much power- need the other side of the bridge.

Sunder Katwala

- Time to make some issues more salient –cross sacrosanct boundaries.
- Nothing wrong with talking about deserving cases and can also talk about the 'undeserving' to some audiences. Re-framing is very difficult.
- Finding a track to run on – generational shifts – tolerant young graduates are currently positive but there is a risk of losing them.
- Sociology of liberal right / sociology of London is changing and may eventually affect the approach of the right/centre right to some of these issues as more women and minorities become part of party hierarchies.
- Misperceptions of what migrants want (i.e. misperception that Muslims want Sharia Law).
- The fact that migrants feel British is still surprising to many audiences;
- De-othering /broadening the frame may be helpful.

Mike Kaye, Advocacy Manager, Still Human Still Here

- Engage with people- human aspect – many have a problem with migration but the 'he's alright' phenomenon is very prevalent.
- Xenophobia-fear of the unknown - general trait in humans;
- When asylum seekers/ immigrations mentioned people visualise what they do not like – e.g. visualise refugees as scroungers.
- Doesn't mean people actually think this is wholly the case- actually do sympathise with those struggling.
- Supportive of those fleeing wars / environmental disasters but not in general.
- People do hold positive attitudes to those they see as deserving.
- Don't trust us to talk on these issues, different if coming from Mo Farah.

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- Varies regionally – in London – support base / Mayor favour of regularisation, Scotland and East Anglia positive.
- Need to tailor message to regional variations.

Arten Llazari

- Problem is that we use the same language when addressing the general public as do we talking to each other – this is a waste of time.
- How we approach people is very important.
- Regions differ; Scottish positivity may partly be explained by its rivalry with England.
- Problem that regions are denied their own debate on these issues. For example there is higher rate of immigration in Yorkshire / West Humber than in Wales and yet, unlike Wales, decisions on this issue for Yorkshire and West Humber are made in London.

Sarah Cutler

- Scottish Refugee Council- important to consider in run up to referendum.
- SRC often only non-London voice at the table. BCT link to West Midlands, very important.

Sarah Mulley

- Local and national- paradoxes:-
75 % of people don't think that there are any local migration related issues but 75% think there are national migration related issues.
- If you say to people who start a conversation about migration – lets talk about housing, it will look like you are avoiding the question.
- Have to make connections between local and national debate.
- Integration is actually much better than what is reported.

Don Flynn

- Scottish example is interesting.
- Referendum – postcode Scots / ethnic Scots debate.
- Census – next few months – data rich- learn about migrants –who / where / flows.
- Need operations- pick up implications, identify pinch points, identify allies and think about what are the local political messages?
- Need toolkits- go to activist organisations / stakeholders – 3 month projects to work on these locally and then report back to national level.

Scott Blinder

- Migration Observatory – planning a lot of work around the census so that info is available, easy to digest and export.
- Interested in how people will use the data.

Deborah Mattinson

- Migration issues- politicians rather not discuss – fraught – negative space and attitudes
- Compassionate vs contribution strategy.
- Contribution strategy – more effective – should be delivered / joined up strategy (as compassionate strategy risks de-othering and invites people to consider hierarchies of need).

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- Need to start from where people are and open up the debate from there.
- Also needs to be a joined-up argument i.e. co-ordinated messages and strategies from campaigners/ advocates, so that messages don't undermine each other.

Mike Kaye

- Political engagement is critical.
- Polls- important to highlight that these show that public opinion is nuanced.
- If parties make policy and cannot keep it – damaging.
- Must engage at high level with political parties.
- Asylum sector- no parliamentary offices.
- Need alliances – non traditional partners – media.
- Local campaigns organised at national level.
- There are opportunities now because of the cuts and under-resourced government – engage positively with government departments – find solutions- work together.

Sunder Katwala

- Engaging holistically – very important.
- Mobilising local base and linking to the national.
- Campaigns such as 38 degrees – we are not using enough.
- Holistic approach to census is important – link up- toolkit.
- Stories about positive contributions / anecdotally – insufficient number of these
- Influence soap operas/ athletes.
- Win when migrants/refugees appear but their immigration status is not the plot point.

Arten Llazari

- Researchers tend to only remember the grassroots when they need a 'refugee in Hull' – very difficult for local groups to deal with, need a bank of pre-prepared case studies etc.

Anthony Painter

- Source of optimism- generational change – young demographic (18-40yrs).
- This younger demographic - challenge -immigration not just a default bad – will be a strategic win in the future.
- Business important voice- contribution debate / skills needed.

Don Flynn

- Well established / supportive businesses are there already just not vocal about this because they do not want to associate themselves with a losing debate.

Sarah Mulley

- The media debate is increasingly about public opinion and public attitudes rather than immigration itself. Migration Watch are pushing for this approach;
- Business is an important voice but there is a risk of business being seen as a vested interest by the general public.
- That migration is good for growth has been accepted/ is believed – that migration is good for people is not widely believed.

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- Non-London point, need to engage small business also.

Eiri Ohtani, Co-ordinator, Detention Forum

- Discussions in silos – where are the connections?
- Need common theory of change first, then activities.
- In this de-othering idea – where does asylum fit? Unresolved.
- In terms of the contribution debate – some cannot contribute – what do you do about this?
- For those who are marginalised, who speaks on their behalf?
- Stereotyping of ‘acceptable’ migrants also prevalent.

Natasha Walter

- Cite messages that are not in the migration framework at all.
- Models-violence against women / equality.
- Women for Refugee Women works with mainstream organisations such as Mumsnet.
- In terms of theory of change, have to change or at least be seen to change public attitudes.
- Contribution argument- less useful for asylum campaigners.

Neil Crowther, Director, Thomas Paine Initiative

- Changing Minds has inspired some of the thinking behind the Thomas Paine Initiative.
- Political agenda- to back track out of human rights commitments.
- Human rights dimension – human rights and immigration debates enmeshed.
- In this political landscape, immigration will be evoked to gain popular support against the Human Rights Act - Teresa May’s reference to the cat last year shows that this is already happening (Teresa May ridiculed Article 8 of the Human Rights Act-the right to family life- when she claimed that an illegal immigrant could not be deported because he had a pet cat. This claim was refuted).
- Shift expected now that Chris Grayling is Justice Minister.
- Many NGOs (disability orgs etc) are not using ‘rights’ language because they see it as unhelpful.
- Keen to work with migrants’ rights groups.

Scott Blinder

- Theory of change – compassion/ contribution – need solidarity strategy, de-othering.
- Sunder’s point about changing perceptions – get groups to work together with institutional support.
- Martin Ruhs (recently stepped down from position of director at the Migration Observatory, University of Oxford) has been doing some work on the demand for migrant labour – Miliband interested (a bit) in this.
- Labour market policies- alter demand for immigrant labour.
- The problem is underfunding, poor standards, wages- impacts on British job and British workers.
- Unions – is there scope to engage with them?

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Don Flynn

- In early 2005, migrant sector and refugees sector were squaring up to each other, now things have moved on in a positive direction.
- Refugees- how to recover/ use skills.
- Migrant rights- different block of (socio-economic) rights – doesn't get the same emphasis as others (e.g. human rights). Someone needs to put markers down on this.
- Refugee Day separate from International Migrants Day (18th December 2012).

Nicola Cadbury

- Referring to Arten's point – as a funder we should be thinking about investing in comms.
- Case studies banks can be very effective tools.
- Day job is at Action Aid, where a grant for this type of work proved very effective. It enabled young people to campaign with/ on behalf of their peers internationally and focused on lived experience / solidarity / empathy.

Maurice Wren

- Public perception – lack of trust in immigration system.
- Increasing privatization of public services –this has an impact on migration- it is pernicious and self-serving, vested interest.
- Public sceptical about UKBA's ability to be effective / run itself properly – common cause with mainstream – how run public services properly.
- G4S and other companies- also lobbying to take over advice services from the VCS.

Arten Llazari

- G4S- main provider the Midlands.

Sara Llewellyn closed the roundtable by thanking participants and reflecting on the problem of the double crunch of more demand and fewer resources.

Key points from the discussion:

- The economic context – narrative about 'undeserving' recipients of increasingly scarce public resources and benefits likely to include migrants and asylum seekers in some cases. In addition, economic concerns are often displaced: people tend to blame migrants (the 'other') for economic problems that they have not caused.
- Consensus about the need to address the public debate and politics of this issue and not just the policy context, as well as the need to bring in both mainstream voices and allies as well as good quality evidence and workable policy solutions.
- Recognition that public attitudes are extremely complex and nuanced: reframing the debate needs to start from where people are and by addressing people's concerns constructively.
- Those in favour of a fair approach to migration need to align: co-ordinated messages and strategies from campaigners and advocates are important, so that messages do not undermine each other.

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- The media debate is increasingly about public attitudes and not the actual issues – risk that anti-immigrant campaigners benefit from this.
- Europe as an issue that will increasingly intersect with the migration and integration debate (Bulgarian and Romanian controls lifted in 2013; European elections 2014 and debate about EU referendum). Need for proactive engagement with this issue rather than just ‘fire-fighting.’ Related risk from radical right and xenophobic parties and movements.
- The run-up to the general election in 2015 will be critical in terms of influencing the debate. Considerable scope to influence the mainstream parties during 2013-2015.
- As the cuts have an impact NGOs are likely to be increasingly focused on casework and may find it difficult to show leadership and campaign for policy change.

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Paper 4

STRATEGIC OBJECTIVE 3: POVERTY AND INCLUSION

1. PROGRAMME PURPOSE

- 1.1 To support effective approaches to reducing economic and social injustice and assist in building resilient communities.

2. PROGRAMME OBJECTIVES

2.1 STRUCTURAL

- 2.1.1 To explore and support effective approaches to building sustainable and socially just economic systems which can deliver a better outcome for society.
- 2.1.2 To promote the implementation of policy that is socially and economically responsible and that does not move particular communities further into social, financial or civic exclusion.
- 2.1.3 To widen debate and understanding of the economic, structural and social factors which create social, financial and civic exclusion, through disseminating evidence and creating opportunities for the experiences of those at the grassroots to be heard by those in positions of power.

2.2 COMMUNITY

- 2.2.1 To support work that demonstrates the importance of social, financial and civic inclusion in improving the emotional and economic resilience of poor and/or marginalised communities and explores ways to build such inclusion.
- 2.2.2 To disseminate effective and sustainable approaches to building social, financial and civic inclusion at a community level, with the aim of influencing policy and practice at a local and national level.

3. PROGRAMME ACTIVITIES

3.1 STRUCTURAL

- 3.1.1 **To explore and support effective approaches to building sustainable and socially just economic systems which can deliver a better outcome for society.**

- Support research that explores new or transformative ways of creating fiscal reform and sustainable economic systems and makes

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recommendations which could be adopted at a local and national policy level.

3.1.2 To promote the implementation of policy that is socially and economically responsible and that does not move particular communities further into social, financial or civic exclusion.

- Support research that examines the extent to which exclusion, whether it is social, financial or civic, impacts on the effectiveness of public policy in the short and long term both at a community and structural level;
- Support research work which seeks to better understand the links between equalities areas such as race, gender and disability and social, financial and civic exclusion;
- Support research that highlights good practice in building the emotional and economic security of poor and marginalised communities and makes recommendations which could be adopted at a local and national policy level;
- Support the development of policy interventions intended to prevent people becoming more excluded and vulnerable to the effects of austerity measures.

3.1.3 To widen debate and understanding of the economic, structural and social factors which create social, financial and civic exclusion, through disseminating evidence and creating opportunities for the experiences of those at the grassroots to be heard by those in positions of power.

- Support research work which encourages a more nuanced understanding of the factors affecting social, financial and civic exclusion and seeks to create a voice for those from poor and marginalised communities in the media and policy arena;
- Create opportunities for a range of stakeholders to convene around issues of concern and use existing relationships to strengthen and invigorate debate and joint campaigns;
- Support to ensure the direct voices of socially, financially and civically excluded people are heard by those in power at a local and national level, particularly in the run up to the next election.
- Support research, followed up by communications and campaigns, highlighting the needs of particularly vulnerable groups and seeking innovative solutions to enable them to become more included in society;

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3.2 COMMUNITY

3.2.1 To support work that demonstrates the importance of social, financial and civic inclusion in improving the emotional and economic resilience of poor and/or marginalised communities and explores ways to build such inclusion.

- Support grassroots projects in Birmingham and the Black Country that are seeking to understand and remove barriers to social, financial or civic inclusion in poor and/or marginalised communities (at least two of these strands should be explored within any project);
- Support grassroots projects in Birmingham and the Black Country that are developing existing or new ways of building social, financial or civic inclusion in poor and/or marginalised communities (at least two of these strands should be explored within any project) and are working closely with beneficiaries to develop these;
- Support grassroots work which seeks to better understand the links between equalities areas such as race, gender and disability and social, financial and civic exclusion;
- Continue to support community led mutual aid and enterprise projects through the Small Change programme.

3.2.2 To disseminate effective and sustainable approaches to building social, financial and civic inclusion at a community level, with the aim of influencing policy and practice at a local and national level.

- Continue to create opportunities such as the “Birmingham Community Resilience Workshop” at which best practice in grassroots and policy work can be shared across sectors;
- Continued involvement in the Early Action Task Force to encourage a shift in resources to prevent people becoming more excluded;
- Input into the roll out of the Social Inclusion Process in Birmingham;

4. WHAT TYPE OF FUNDER DO WE WANT TO BE?

4.1 Speaking truth to power

- The Trust will continue to build on links already developed between grassroots groups and policy work and explore ways in which this can be expanded. The Trust has recently supported a grant to the Legal Action

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Group (LAG) which has established the **Low Commission on the Future of Advice and Legal Support**. The commission will collect evidence on the impacts of legal act cuts from April 2013, explore alternative ways of providing legal advice and seek to influence political parties in the run-up to the election. Gathering evidence from the grassroots is a major part of this work and the Trust is ensuring that relevant partners from inside Birmingham and the Black Country and beyond are linked into this process. This is just one example of how the Trust can use its networks to build an evidence base that has real potential to create structural change.

- The austerity measures currently being experienced by communities have affected the resilience of many to be able to manage with the resources available to them. A grant to the Child Poverty Action Group is enabling it to document the experiences of families on low incomes during public sector cuts and welfare reform and to use this information to advise local authority poverty strategies. This approach of collecting stories and using them to constructively influence local and national policy will continue to run through the new Poverty and Inclusion strategy.

4.2 Catalytic funding

- It is recommended that the Trust continue to use its funding to catalyse change both at a grassroots and policy level and to seek opportunities to build or add to partnership work. The austerity measures may facilitate the emergence of new and innovative ways to break down barriers to exclusion and the Trust will seek to maximise on this where possible.
- The Trust has already supported several modest pieces of work, which highlighted the potential impacts of welfare reform on particular groups including those with disabilities and women. This work can be built on, with the Trust seeking to shine a light on social and ethnic groups that are becoming increasingly vulnerable and/or been overlooked by policy makers.

4.3 Proactive vs. responsive balance

- It is recommended that the Trust's approach to funding on this programme remain the same, in that it funds largely in a responsive way, but remains open to proactive funding, in particular as the programme progresses and where activities are time critical and have a clear policy goal.

4.4 Contribution/focus of grants in Birmingham and the Black Country

- It is recommended that the Trust continue to have a focus on Birmingham and the Black Country at a grassroots level, giving priority to grassroots

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work in Birmingham and seeking to support exemplar work in the Black Country as it emerges.

- It is suggested that the Trust approaches policy work with a regional lens where appropriate and seeks to disseminate best practice from Birmingham and the Black Country. It is also suggested that the Programme Team further explore and seek to develop networks and partnerships in the Black Country. The Turner Legacy has already opened up new networks in Wolverhampton, which can be built on in the coming three years.

4.5 How programme will address gender based disadvantage

- It is suggested that the new programme ensures that all work is scrutinised through a gender and equalities lens. In seeking to further understand how particular groups experience and overcome social, financial and civic exclusion, gender will undoubtedly feature in this body of work.

4.6 How programme will address disadvantage based on race and ethnicity

- A focus on racial and ethnicity based disadvantaged should continue to be a key consideration of this programme. Much of the grassroots work currently being supported by the Trust is seeking to increase the voice of particular ethnic groups in local civic forms and this should continue to shape grant-making. Particular ethnic groups will be affected more by unemployment or withdrawal of services and the Trust will seek to highlight this in the new programme where possible and appropriate.

4.7 How programme will support independence and diversity of the voluntary sector

- The Trust will continue to develop its relationships with the voluntary sector both within Birmingham and the Black Country and nationally. This knowledge can be used to respond to particular needs within the sector, such as supporting key infrastructure organisations like the Runnymede Trust, through challenging times.
- The Small Change programme will continue to be used to stimulate self-help grassroots activities which complement local voluntary sector networks without creating competition for funding.
- The Poverty and Inclusion programme will ensure that organisational best practice from across the voluntary sector is shared to encourage resilience through challenging times.

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4.8 2015/16 Break point

- In the final year of the strategic plan, a priority will be placed on supporting projects that only require a year's funding and have a clear strategy for sustainability or an exit strategy beyond the Trust's support.
- Focus will be given within this programme to supporting grassroots work seeking to build the skills and networks of excluded communities for the long term, so decreasing both the need for extended funding from the Trust and further intensive support from the grantee.
- Research work will be asked to be time specific and to view the run-up to the next election as a key influencing point. It will also be asked to allow sufficient time for dissemination.

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Annex 1

5. STORY SO FAR

5.1 The current Poverty and Inclusion Strategy has been in place since October 2010, and was built on previous programmes including 'Inclusive Communities' and 'Cities in Migration'. Its focus was deliberately left broad in order to incorporate the learning from existing grants funded under previous programmes and to encourage a diverse range of approaches to:

- **Stimulate new ideas for sustainable economic policies that would reduce social inequality (fiscal reform)**
- **Build the resilience of communities and identify effective ways in which they can contribute to the development of solutions to the problems they face.**
- **Help people and communities overcome barriers to financial and social inclusion**

5.2 As a young programme, Poverty and Inclusion has had less time to establish an identity, build up a cohesive body of work and have real impact at a policy level. However, despite its newness, the programme has made real progress in a number of areas, including:

5.3 **Fiscal reform and sustainable economics**

- The Trust has supported a diverse range of organisations to explore how socially responsible economic systems could deliver a better outcome for the society. Tax reform, redistribution and the possibility of using shareholder and pension fund management to influence responsible investment have all been campaigned for by grantees. A more responsible and transparent banking system has been picked up in campaigns by the Labour party and the Move Your Money campaign is growing in momentum and been covered in the media. The Compass 'Good Banking Forum' made submissions to the Vickers Commission and received good media coverage and the New Era Economics work by ippr has influenced economic thinking at the highest policy level in all major parties. A recent grant to the High Pay Centre has enabled it to build on the success of the High Pay Commission and research and campaign on a fairer distribution of pay.
- During Michael Mendelson's visit in 2011, the Trust was able to arrange meetings between him and Ed Llewellyn, Chief of Staff at Downing Street and Andrew Tyrie MP, who is the Chairman of the Treasury Select Committee.

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5.4 Building and understanding resilience

- A body of grassroots and research and policy work has been supported, which promote and explore community resilience. Grants have enabled organisations to build the social capital of individuals living in deprived areas and for community resilience in inner and outer wards of Birmingham to be better understood. Individuals and communities with limited voice have been able to engage with decision makers and local political structures. A focus on equalities has remained strong within this resilience “cluster” through grants to organisations such as Operation Black Vote and Birmingham LGBT Community Trust.
- The Trust has built such a body of work in this area that it will be holding a “Community Resilience Workshop” in Birmingham in late October, to share findings of research conducted by the new economics foundation (nef), the Chamberlain Forum, the Centre for Local Economic Strategies and the Urban Forum. Best practice and recommendations for policy makers will be shared with participants from the public, private and voluntary sector in Birmingham.
- The Head of Programmes (HoP) has been involved in a Birmingham-wide “social inclusion process, led by the Bishop of Birmingham. The “Why Do Neighbourhoods Stay Poor” research was seen as an influential piece of work within the city and the Trust’s intelligence and networks have been valued during this process.

5.5 Overcoming barriers to financial and social inclusion

- Financial inclusion has been stimulated and researched at both a grassroots and policy level. A joint strengthening grant is allowing Credit Unions in Birmingham to work together to address areas of weakness, whilst support to organisations such as the Smith Institute and Centre for Social Justice has enabled better understanding of debt and financial inclusion and the creation of policy recommendations to address these issues. The Trust has also been a supporter of the Centre for Responsible Credit’s annual conference over three consecutive years, which brings a range of stakeholders together to discuss elements of financial inclusion.

5.6 Building links between grassroots groups and research and policy work.

- The new economics foundation (nef) has worked closely with a number of groups in Birmingham as part of the “Big Society and New Austerity” project, including the Chamberlain Forum and Birmingham Settlement. The think tank also conducted a workshop on the impact of the cuts on the voluntary sector at a Habits of Solidarity meeting, which was written up in the report “Cutting it in Birmingham – why the grassroots

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aren't growing anymore." The Work Foundation ran focus groups with two grantees in Birmingham as part of the "Bottom Ten Million" work. Building links between policy and grassroots work does require more consideration, however solid progress has been made in this area.

5.7 Relationships with Birmingham

- The Programme Team has developed new relationships in Birmingham and the Black Country with voluntary sector groups and stakeholders from the public and private sector. A geographical focus for grassroots work has enabled the Trust to build on past research in the region, to encourage projects to work together and to identify particular social and geographical areas of need, such as weak community infrastructure in outer wards in Birmingham.

6. EXTERNAL ENVIRONMENT

6.1 Current and future environment

- The gap between rich and poor is growing. The notion of a deserving and undeserving poor is re-emerging as benefits cheats, disability fraud and stories of large families on benefits are regularly featured in the broadsheets. The impact of welfare reforms on particular groups has not been thoroughly explored and some groups of people will be more affected than others. Welfare reform appears disproportionately focused on getting people off benefits and into work, regardless of their personal circumstances or the shortage of available jobs.
- In work poverty is growing. Temporary contracts, zero hour contracts and part-time work are often difficult to integrate with benefits and many employers do not pay the living wage. Many migrants and other 'below the radar groups' continue not even to be paid the national minimum wage. The cost of living is rising and the reduction of tax credits means that work no longer pays for many people. Growing numbers of people are unable to build savings or an asset base. Unemployment remains high and seems likely to remain so. Young people in particular are struggling to find a way into the labour market and a depressed economy offers little prospect for a growth in jobs in the near future.
- There has been an increase in the number of people now providing care for dependants. Unpaid work has also increased, which for many is the only way of working flexibly. Equalities legislation has been watered down by the current government. There is an expectation that women will be particularly adversely affected by the austerity measures.

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- Birmingham and the Black Country perform badly on a number of economic performance indicators and will continue to be badly affected by public sector job cuts. There has been a rapid increase in the creation of food banks in Birmingham and a third of young people in the city aged between 18 and 24 are unemployed.
- A 2012 public survey by the Hansard Society found that 30% of those questioned said they were unlikely or absolutely certain not to vote - up 10% from 2010. Many social or ethnic communities have become disengaged from local decision making structures and wider civic engagement. Other groups are struggling to navigate and influence neighbourhood and local authority structures that lack the resources and knowledge to connect with them.
- Research conducted by the Financial Inclusion Centre for the Consumer Credit Counselling Service (CCCS), the leading debt advice charity, identified that 6.2 million people are financially vulnerable and that a reduction of £50 a month in disposable income would increase this number significantly for many age groups and particularly for young people. Food and fuel prices are going up and pay freezes are becoming increasingly common.
- The austerity measures which have followed the recession have been felt across the Euro zone. The British government still needs to make sizeable cuts, the full impact of which will not be fully understood for many years.
- Many of the current government's reforms to welfare are being rolled out over the next two to three years. There is still time to influence the way in which welfare reform is introduced and to encourage national and local government to consider these in the context of wider austerity measures.

6.2 Likely policy changes

- A major shift in policy direction by the coalition government seems unlikely at the current time. In particular, the context of welfare reform and reduced and repackaged public services seems unlikely to change in the run-up to the election. Some policy trends or points of possible influence or leverage for the Trust and its partners have been grouped below.

6.3 Benefits and housing

- Universal credit, benefit caps and bedroom tax will all begin to be rolled out in April 2013. Many vulnerable people will end up in private accommodation, where their wider needs cannot be met. There has already been a public backlash against the coalition's cap on housing benefit and how this will play out at local authority level. The regulation

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of private landlords and use of temporary accommodation such as bed and breakfasts could be two possible areas in which the government will need to refocus.

- The Labour party has been mobilising itself around the “shirkers and strivers” debate and highlighting the impact of welfare reform and caps on benefits on working families.

6.4 Localism agenda

- Although the Big Society strap line has been largely abandoned by the government, it continues to promote the localism agenda and the role different agencies including the voluntary sector can play in this. The Social Value Act may provide some leverage for commissioning that is led by community values. Community budgets could present new ways for communities to engage with services and promote increased partnership work. It is unlikely that the government will engage further with the localism agenda in policy terms, so there is a potential role for the Trust and its partners to play in promoting and disseminating innovative and alternative practice.

6.5 Economic reform and regional policy

- There has been no indication that the government will respond to pressure from the VCS or the Labour party on a cap for high pay. Pressure for a separation between retail and investment banking has been ignored and the government has also been criticised for failing to provide enough financial stimulus for local enterprise partnerships.
- The alternative finance sector is growing and in October 2012, the government confirmed a grant of £30 million to the Community Development Finance Association (CDFA) which will be lent to small, micro and social enterprises. The government has publically announced the positive role it feels that credit unions can play in ensuring the smooth implementation of Universal Credit. It is also currently undertaking a consultation on a possible rise in the interest rate cap on credit union loans to enable more viable small, short-term loans.
- Despite repeated pressure from MPs and the House of Lords, the government continues to resist pressure to place a cap on the interest rate for payday lenders and has cut funding to illegal lending teams across England and Wales.

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7. SWOT AND PEST ANALYSIS FOR EXISTING POVERTY AND INCLUSION PROGRAMME

STRENGTHS

- Distinct clusters of complementary grants
- Birmingham and Black Country focus
- Strong partnerships in Birmingham and across strategic/national VCS
- Narrowness of focus
- Responsive when needed – ‘Destination Unknown’
- Strong body of research around socially responsible economics
- Funding
- Has experience of supporting gender/racial justice projects
- Previously ran an ‘Independent living’ funding programme under ‘Inclusive Communities’
- Independent reputation
- Knowledgeable team and trustees

WEAKNESSES

- Legacy grants and expectations of existing grantees
- Boundaries of focus have been grey at times
- Black Country still relatively unexplored
- Links between grassroots and policy
- Limited funding
- Responses from progress reports under underutilised
- Gender and racial justice work lacks focus
- Disability lens for P&I doesn’t currently exist
- Communication of funding criteria

OPPORTUNITIES

- Further engagement with Birmingham Social Inclusion Project
- Improved evaluation
- New focus could support different marginalised groups
- Develop catalytic funding approach
- More focus on equalities (gender, racial and disability justice)
- Impact on policy and practice
- Improved communication on programme criteria and model of funding
- Create a coherent three year strategy for P&I
- There is a public appetite for change
- Work with new partners - policy/practice/MP’s
- Links between policy and Birmingham could be strengthened
- Links between grassroots and policy could be strengthened

THREATS

- Financial climate (shrinking of national and local VCS, increased demand for funding)
- Limited funding to allocate
- Increase in demand for service delivery/advice type projects

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- Birmingham and the Black Country vs. national – where is our focus?
- Limited supply of catalytic projects in Birmingham and the Black Country
- Full impact of cuts and decentralisation have not yet been felt

POLITICAL

- Increased opportunity to influence policy in the run-up to the general election
- Focus on payment by results
- Localism agenda and increased focus on volunteering
- EHRC losing powers and funding
- Welfare reform will move more people into poverty
- Coalition government's approach to poverty is inconsistent

ECONOMIC

- Impact of austerity measures – closure of services, reduced funding to VCS
- Local authorities have more control over budgets – less ring fencing for services
- Increase in asset transfer to VCS – could increase pressure on groups
- Increase in partnership work to save on resources
- Commissioning models will change
- Creation of local enterprise partnerships
- Role of private sector

SOCIAL

- High unemployment
- Housing shortage/poor standards of housing
- "Squeezed middle"
- Most vulnerable/marginalised in society expanding – young unemployed, older people, women, particular ethnic groups, those on income support or incapacity benefits, people with mental health problems, etc
- Welfare reforms and move to Universal Credit
- Low rates of social mobility
- Increased focus on transparency and public scrutiny of services and spending
- Some people better able to engage with Big Society/localism agenda than others

TECHNOLOGICAL

- Increased focus on providing advice on phone and online
- Social media is enabling new ways of campaigning, convening and sharing information
- Creation of online communities/hubs
- New ways to evaluate impact
- Particular groups less engaged/able to engage with social media and the internet
- More opportunities/networks through which the Trust can promote research/work of grassroots groups

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Annex 2 Consultation

8. SYNTHESIS OF INDIVIDUAL CONSULTATION MEETINGS

LIST OF INTERVIEWEES

- Claudia Wood - Deputy Director of **Demos**
- Mick McAteer – Director of the **Centre for Financial Inclusion**
- Anna Coote – Head of Social Policy, **new economics foundation**
- Omar Khan – Research and Policy Head, **Runnymede Trust**
- Alison Garnham – Chief Executive, **Child Poverty Action Group**

PROCESS

All five individuals were asked the same set of questions relating to social and financial exclusion. These questions were purposely kept as open as possible to allow for a wide contribution of views. As Poverty and Inclusion is the least established of the three funding programmes, it was considered to be beneficial to approach the individual consultations from scratch, in terms of allowing participants the freedom to contribute a range of views. The interviews provided a valuable and diverse range of perspectives, which have been summarised. Predictably there were shared areas of concern, but also unique issues which related to an individual's and/or their organisation's specific area of focus. It is the shared areas of concern which have been highlighted in this document.

Questions asked to interviewees were:

- 1) Broadly speaking, what are the factors you believe will most contribute to financial and social exclusion in communities in the next few years?
- 2) Are there social groups you believe are particularly vulnerable to the factors you've mentioned?
- 3) a) What structural/policy changes need to take place to ensure that those who are already financially and socially excluded do not become more so?
b) How could these changes be strengthened and supported by the public and private sector, voluntary and community sector and local communities.
- 4) Are there particular mechanisms you believe are or could be particularly effective in supporting those who are already financially and socially excluded from becoming more so?

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- 5) Where do you see the opportunities in the next few years, for a Trust of our size and resources in terms of a) influencing policy and b) enabling the voluntary sector to engage with and support those at particular risk of moving further into social and financial exclusion?

SHARED AREAS OF CONCERN

- All participants felt that welfare reform and the introduction of Universal Credit was going to negatively impact on a wide cross section of communities. Others were concerned that high levels of unemployment particularly for young people, growing personal debt and a lack of social mobility were going to lead to further social and financial exclusion.
- The majority of those interviewed identified stagnating wages and in-work poverty as a real area of concern, particularly in relation to welfare reform and the government's focus on getting people into work.
- Several of those interviewed were concerned at a lack of financial resilience in poor communities. Those on low incomes have no savings and little or no access to mainstream credit, often looking to payday lenders or illegal lenders to make ends meet.
- Several participants mentioned the coming reduction in legal aid provision as a real concern, particularly for those in need of debt advice. It was felt that a demand for quality advice will go up in the coming years, but that a lack of funding will limit the capacity and scale at which this can be provided. It was suggested that both the voluntary and statutory sector have a role to play in ensuring that communities get access to the advice they need.
- All participants were concerned about the negative public perceptions of what it means to be on benefits, which have become associated with troubled families and worklessness. It was suggested that the public has little understanding of "in-work benefits" or the fact that benefits are used to support a diverse range of individuals including lone parents, those with disabilities, the elderly, or people who are caring for relatives. One interviewee suggested that "people have lost commitment to the welfare state."
- The majority of those interviewed were concerned that policy is being implemented without sufficient impact assessment and that government focus is on saving money rather than thinking creatively of how to support communities. The importance of early intervention and redistribution were also highlighted.

WHAT ARE THE OPPORTUNITIES FOR THE TRUST – WHERE CAN WE ADD VALUE?

- The majority of those interviewed felt that the Trust should endeavour to act as a convener of partners and create opportunities for key players to come together on areas of interest/joint campaigns.
- Many of those interviewed felt that it was the Trust's responsibility to highlight best practice and share case studies at a policy and media level.

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- The stimulation of creative thinking around how to reduce spending without making cuts was suggested as another way the Trust could add value.
- Several of those interviewed suggested that the Trust could be pivotal in building the capacity of civil society groups to lobby on particular areas of interest such as better regulation of financial services.
- Several interviewees suggested that the Trust could seek to strengthen voluntary sector infrastructure so that community groups are able to respond to a rise in the need for advice and support from communities.

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9) **NOTES FROM ROUNDTABLE**

A roundtable was held in Birmingham on the 30th of October to further explore the strategy for the programme and some of the issues highlighted above. The individuals listed below attended. Effort was made to invite individuals with Birmingham expertise and with a national remit.

Matthew Oakley, **Policy Exchange**

Dipali Chandra, **Lunar Society**

Martin Holcombe, **Birmingham Settlement**

Pete Lowen, **Birmingham Law Centre**

Hannah Worth, **Chamberlain Forum**

Lindsey Judge, **Child Poverty Action Group**

Gerald Nembhard, **West Midlands Faith Forum**

Joy Warmington, **brap**

David Cox, **Lunar Society**

Paul Hunter, **Smith Institute**

Ricky Joseph, **CHASM**

The following is a summary of the key points:

30 October 2012, BVSC, Birmingham

The participants were welcomed by the Chair and lead Trustee for the Poverty and Inclusion Programme, Ruth Cadbury and by the Chief Executive, Sara Llewellyn in the chair.

A brief introduction about the work of the Trust and specifically the work undertaken as part of the Poverty and Inclusion programme was given by Sara Llewellyn and supplemented by Debbie Pippard, Head of Programmes, who spoke about the community resilience strand of the programme and Clare Payne, Grants Officer and lead on the Poverty and Inclusion strategy, spoke about financial inclusion.

It was noted that Ricky Joseph, Centre on Household Assets and Savings Management, had conducted a pre-meeting for the roundtable with colleagues.

At this meeting, the Trust invited attendees to give their views on the suggested new purpose for the Poverty and Inclusion programme. The Trust stressed that it was particularly interested in receiving input from attendees on the following:

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- **How do we ensure that this programme takes full account of equalities dimensions?**
- **Are there particular areas of policy the Trust should focus on within the remit of preventing people falling into persistent poverty?**
- **Is our approach the right one, in seeking to link grassroots experience with credible research work? What else can we do to influence policy?**

A summary of the key points raised during the discussion follows:

Lindsay Judge, Policy and Research Officer, Child Poverty Action Group:

- Problem with focusing down on a small section of those people living in poverty, as the strategy suggests, is that it risks undermining the fundamental point that it is not alright for anybody to be living below the poverty line- that is what the poverty line denotes.
- Initial response to the strategy was to question what is the rationale behind focusing on a smaller group who is worse off within this group of people living in poverty?
- However, after reflecting on who this group of persistently poor people would be- probably the permanently unemployed and people with disabilities or health problems. This group, frequently part of/heading up workless families and the most under-researched, least popular and most denigrated.
- There has been a lot of research about in work poverty, for example by the Resolution Foundation and Smith Institute, but the Trust could usefully focus on the workless group.

Sara Llewellyn: The Trust is trying to focus the programme, but is coming to the conclusion that selecting a particular group may not be the right way to do this.

Ruth Cadbury: There is a common assumption that if you are in work then you will be alright. But there are 6 million people who, if they lose £50 week are likely to tip into persistent poverty.

Dipali Chandra, Secretary to the Lunar Society:

- What ideological framework is the Trust using? What method is the Trust using to promote sustainable economic policies?

Sara Llewellyn: As a charity the Trust cannot have a political ideology, but it takes its approach from a strong commitment to the equalities agenda and to the belief that people need to have political / social / economic stability to engage fully in society.

Dipali Chandra:

- Accept that Trust cannot take a political position but in this time when politics is shifting from the centre to the right— from a liberal socialist approach to one that tolerates poverty and social exclusion – has Trust accepted this shift in social and political attitudes or is it challenging this?

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Sara Llewelin: The Trust does both – it is a critique of this change, which in its view is wrong, but Trustees must also act responsibly and be pragmatic. The Trust has not ‘accepted’ this shift but recognises it is happening. The Trust is *not* the challenger but the enabler.

The reduction of the welfare state and fiscal consolidation are often conflated but are not the same thing.

Martin Holcombe, Chief Executive, Birmingham Settlement:

- Leaders and the broader voluntary sector are becoming less patient with the changes and cuts, and angrier.
- John Cotton’s work on cohesion feels like the same issues coming round again – history repeating itself.
- The lived experience of local people, the impact of the cuts is happening now and our (the voluntary sector’s) responsibility is to defend this. How far it is willing to go?

Marcia Lewinson, Chief Executive, Women Acting in Today’s Society:

- We are in a time of change but still room to maintain what we used to do
- Trust’s success has been in its support of the grassroots voice. Some of the opportunities are in the Trust supporting involvement at grassroots level.

Paul Hunter, Head of Research, Smith Institute:

- In work poverty is increasing.
- Demands on public services are increasing.
- Fundamental point is that too much state money is paid to people in work – subsidising employees – crazy, those in work are not paid enough.
- Easier to ‘give a kicking’ to those out of work than in – but actually all being lumped together as the poor/ feckless / lazy.
- Need to ensure that policy has resonance with people.
- Up the income scale, same thing happening (squeezed middle) but this group is focused on a lot more and dominates the argument.
- Numbers/ statistics are not trusted by public. Needs to be framed around ideas/beliefs such as fairness linked to the living wage.

David Cox, Chair, Be-Active:

- Bishops Commission linked to these ideas.
- Commended the work of BCT – commented that it was valuable and catalytic.
- Interested in two things,
 1. Ability to envision an alternative reality.
 2. Destitution has become an object of public policy (whether intended or not), those who are refused recourse to public funds. This started with asylum seekers and now is much broader-encapsulating many more people.
- Not ventured into resistance yet in response to public policy of destitution, against all religious values.
- Worried about this notion of trying to decide exactly who the poor are.

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Hannah Worth, Director, Chamberlain Forum:

- Birmingham- a poor city that has not managed the process of change as well as other cities.
- Drilling down and trying to help the poorest won't help- it is about how they relate to others, how communities relate to other communities.
- Birmingham is wealthy in terms of social capital, rich in spirit.
- BCT is never going to be able to address economic structures but can and do address way of building on people assets – time economy – activist.
- Need to build resilience not just address immediate need, also routes out of exclusion / poverty.
- Neighbourhood budgeting – link social capital with reinvestment – benefits of recirculation of wealth.
- Birmingham unusual in that it has a rich third sector but no time banks- there is potential here- the council sees how it might be a vehicle to invest in people and communities and therefore enable people to live active / healthy lives.

Matthew Oakley, Head of Economics & Social Policy, Policy Exchange:

- Questioned in this approach of focusing on those on the tipping point- which set of people is this – those on the tipping point or moving towards it?
- Big problem- looked after children – likely to be caught up in the criminal justice system / have young children themselves / be unemployed.
- 10 years ago we saw tax credits as a good thing- we shouldn't forget this.
- In the circle of tax credits / wages / N.I contributions – employees prefer to have this as money.

Ricky Joseph, Research Fellow, Centre on Household Assets and Savings Management:

- Starting point - end poverty. If there is an absence of assets and income is lost- people cannot withstand this. Need to think about supporting, building security both in financial and social terms.
- Therefore assets are very important- financial predominately (also social)
- Need to create opportunities for small businesses.
- In order to measure success of the programme, must be very clear about concepts.

Pete Lowen, Chief Executive Officer, Birmingham Law Centre:

- Daunted by the prospect of drilling down into issues at the roundtable – feels very bleak.
- Government ideologically dismantling what we have known for years.
- Cynical government – government has demonstrated that it thinks it is not the function of government to look after people. Government saying 'you look after them' to Trusts and funds.
- In Birmingham, probably because of its size, the Local Authority has felt that it can do it all itself, doesn't need third sector – this is going to change.
- Opportunity for the third sector to have a voice.
- Local Authority, often not around the table, refused in the past to work with voluntary and community sector – maybe something the Trust can do to alter this.

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- In reference to Dipali's point – don't agree that society has moved; people are sleep walking into this. Middle income section of society are not aware of the loss of safeguards.

Sara Llewelin: John Cotton has found that when he talks to people in his ward, they all think the impending welfare reforms are good –no one aware that it will impact on them.

Ruth Cadbury: The penny will drop next April / May.

Martin Holcombe:

- Issue of people needing to do online applications who don't have access to the internet or the necessary skills, Birmingham Settlement has set up computers for this purpose.
- Local Authority very disjointed – split into departments that are not aware of the work of other departments even though they are closely linked (e.g. housing and immigration).
- Not sure time banking will work here (as it has in Bristol for example) because Birmingham is too big and disjointed.

Ruth Cadbury: Suggestion of cooperative council model.

Dipali Chandra:

- New, young, bright councillors, very ambitious and in senior positions – foreshadowing what new Labour administration might look like.
- Question is whether they can persuade officers.

Marcia Lewinson:

- Echo Pete's point- used to be a Chief Executives forum between the voluntary and community sector and the council – officials and CEOs met once a month. This no longer happens. BVSC meetings remain but there are not as many organisations represented at these.

Joy Warmington , Chief Executive, brap:

- Agree with Martin – lack of change, some areas-persistent inequality.
- Urge BCT to maintain its vision, the sector continues to need independent support.
- Need to get to the bottom of issues not just ameliorate.
- Some people feel that they couldn't get any poorer - "things can't get any worse for me".
- Very difficult to see what the catalyst might be.
- Thinking about what would it be like if BCT were not here – cost to the movement.
- Worrying that the intelligence / knowledge people have will be lost if they are made redundant – lose memory of what does and doesn't work.
- For brap, the Social Inclusion Process was not a priority because we don't think we can influence it – things that have been tried before and didn't work, why do this again?
- Local Authority- like a cat, responds to small / glittering things but not interested in other things. LA partnership means listening but not taking on board.
- BCT already doing some of the work that is needed by creating different platforms.

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Dipali Chandra:

- Defend Social Inclusion Process (SIP) - Birmingham City Council is not a monolith. SIP has some independence, the old administration started it- pleasing that the new administration has continued the work. The green paper is not great but it is open.
- In reference to Joy's point about repeating things that have not worked- difficult to tell young people that that can't do something because it didn't work 40 years ago.

Martin Holcombe:

- Be Birmingham- no relevance.

Dipali Chandra:

- Be Birmingham- some things did change, e.g. male life expectancy increased.

Gerald Nembhard, Chair, West Midlands Faith Forum:

- Neighbourhood Renewal- was a step forward but took a long time.
- Christ 'the poor will always be with us'.
- Wealth disparities- 1-10% have 90% of the wealth – this has not changed in centuries.
- Passionate about voluntary sector- faith groups and others- stood outside- ignored by others.
- The concept of 'community anchors' is very important.
- Even if when creating the strategy it seems that the task is too great- must make sure nothing gets worse.
- Challenge BCT to aggregate with other Trusts.
- Regional funders group –Lunar Society- come together because of scale of issue.
- People dipping in and out of work— Faith Community, big part to play –debt advice.
- Increasing food banks / homelessness.
- The suggestion that people should have fewer children- find hugely offensive.

Dipali Chandra and Matthew Oakley:

- Both commented on the need to join up funders not just in Birmingham but also from further afield to ensure examples of best practice are brought out.

Lindsay Judge:

- How do we ensure that evidence of best practice is having a real impact? Could the Trust seek to gather testimonies from communities and groups – "collecting the truth?"

Paul Hunter:

- Need to think about who you are trying to influence and adapt research methods/ presentation accordingly.

Ruth Cadbury: Referred to Julia Unwin's questioning of whether we want to go back to the previous system or is that unsustainable- disjointed welfare system.

Gerald Nembhard:

- The remedy of burnout is success – it counters demoralisation.
- Individual responsibility – poverty of ambition / loss of hope.

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- Reference to Judaism 'God will provide, if only he could provide until he provides.

David Cox:

- Poverty of ambition- all of us.
- BCT needs to back winners.
- Also about getting the language right –define what we want to achieve./

Sara Llewellyn: Discussion of the Biblical reference to 'the poor will always be with us'. Message in that story that we must not be ground into the ground but still be able to enjoy the beautiful.

Sara Llewellyn thanked participants and closed the meeting at 4.14pm.

Common themes from the roundtable:

- Birmingham has the social capital and assets to respond to poverty and social exclusion. However, these networks and resources need to be reinforced, built on and invested in.
- The tipping point encompasses an enormous group of people and the Trust should think more about its model of social change in relation to these – where can the Trust add value?
- The Trust's independence and reputation places it in a unique place to highlight issues and convene agencies around these. The Trust should continue to utilise this and in particular draw attention to good practice and/or sharing the experiences of real people.
- The voluntary sector in Birmingham is fatigued and feeling increasingly disengaged from the local authority. What is the role of the Trust in sustaining networks and motivation in challenging times?

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Paper 5

STRATEGIC OBJECTIVE 4: (INVESTMENT AND) SOCIAL INVESTMENT

1. SUMMARY

This paper sets out the new Strategic Objective 4, the investment strategy. This covers the responsible investment of our financial investments and the development of both our social investment portfolio and the wider social investment market.

2. RECOMMENDATIONS

It is recommended that the Trustee Board approve a new Strategic Objective 4 for 2013-16 encompassing the management of our assets, including both the financial investments and the social investments, as follows:

To use all the Trust's assets for the advancement of social justice, including by means of a social investment portfolio and assistance to develop the social investment marketplace.

3. BACKGROUND

- 3.1 The Barrow Cadbury Trust and Fund hold investments (January 2013) totalling around £74 million (£65 million and £9 million respectively). This is in the form of expendable endowment and unrestricted funds. Both the Trust and the Fund have the powers, expressed in their governing documents, to invest any money in any investments, securities or properties. (In this paper, the Trust refers to both the Trust and the Fund).
- 3.2 The investment policy, agreed by the Trustee Board and Investment Management Committee (IMC) in September 2011 and reviewed by the IMC in November 2012, sets out the responsible investment policy and approach to programme related investments. This was supplemented by the Social Investment Guidelines, agreed by the Trustee Board in April 2012.
- 3.3 The Trustee Board have agreed that up to 5% of the endowment (i.e. about £3.5 million) can be invested in Programme Related Investments. By November 2012 £1.5 million has been committed to eight different investments with a number of other potential deals in the pipeline.
- 3.4 The remainder of the endowment is invested through our investment manager, Sarasin & Partners. This is subject to ethical constraints (as detailed in the investment policy). Sarasins, who were appointed in August 2008, have authority

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to allocate the investments in line with the agreed investment strategy, which is reviewed annually by the BCT Board.

- 3.5 Current spending is about 5.8% of the value of the endowment. It has been generally accepted that a sustainable level is about 4%, though recent thinking suggests that a more prudent level would be around 3%.

4. Investment policy

4.1 The investment policy states that the investment objective is:

To protect and enhance the real value of the capital and income of the investment portfolio in the long term, as far as this is possible subject to:

- avoiding investing in companies whose activities conflict with the ethos and values of the Trust and Fund.
- investing in programme related enterprises which may produce lower returns for the associated risk.
- strategic decisions to spend capital as well as income in order to achieve strategic objectives.

4.2 Strategic aims

4.2.1 There are three main objectives to the investment strategy:

- (i) To fund the work of the Trust in the current and long term.
- (ii) To take a responsible approach to investing, considering environmental, social and governance issues.
- (iii) To develop the social investment market.

These objectives are looked at in more detail below.

4.2.2 To fund the work of the Trust in the long term

- (i) The trustees have agreed to maintain the current level of spending, adjusted for inflation, for the period of the strategy (2013-16). The position will be reviewed more fully in 2015, but for the purposes of the investment strategic asset allocation it is assumed that the Trust will continue in the long term. This allows the Trust to accept the short term volatility of the investment values in pursuit of long term performance. The investment portfolio should therefore be weighted towards equities, which can be expected to grow both their value and their income over time.
- (ii) The IMC considers the investment performance on a total return basis. However the investment strategy is influenced by the spending

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strategy so that cash flow is taken into account. As the expenditure is greater than the income the investment portfolio should have a bias towards above average income yields to reflect this.

- (iii) The agreed asset allocation ranges and benchmarks for both the Trust and Fund are:

Asset class	Allocation %	Range %	Benchmark
UK Bonds	17.5	10-25	Merrill Lynch Non-Gilt Index
Overseas Bonds	-	0-15	FTSE Govt All Stocks Index
Index- linked Bonds	-	0-10	
UK equities	30.0	10-40	FTSE All Share Index
Global equities (£ hedged)	20.0	10-30	MSCI World Index ex UK (£ hedged)
Global equities	20.0	10-30	MSCI World Index ex UK
Property (UK & overseas)	7.5	0-15	40% EPRA/NAREIT, 60% IPD monthly index
Other	5.0	0-10	LIBOR
Cash	-	0-10	

- (iv) The IMC monitors the investment performance on a quarterly basis. The investment manager submits a quarterly report and attends either the IMC or Trustee Board meetings twice a year, though will meet with the Head of Finance and Administration at least quarterly.
- (v) Resources. The Investment Management Committee has the power to co-opt non-trustee professionals in order to improve the investment experience of the committee. Carol Harrison, Finance Director of Trust for London, is currently a member and it is anticipated that Jan Pethick, Chair of Troy Asset Management, will join during 2013. The Head of Finance and Administration monitors the performance of the Investment Manager as part of his main workload.

4.2.3 To take a responsible approach to investing, considering environmental, social and governance issues.

- (i) As set out in the investment policy, the Trust will avoid investments in companies which are associated with human rights violations or engage in activities that cause social harm. This includes companies whose activities may give cause for concern and which will not address those concerns, e.g. the possible use of child labour. The Trust recognises that in some market sectors there may be

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environmental and social concerns, e.g. oil and gas industries. In these sectors the Trust will endeavour to hold investments in those companies which show better than average performance in their sectors in terms of environmental and social matters.

Specifically the Trust will avoid investments in companies which are materially involved in the production or sale of:

- Armaments
- Tobacco
- Alcohol
- Gambling
- Pornography

- (ii) The Trust will not hold any government bonds in countries with high military expenditure.
- (iii) The Trust will actively engage with the investee companies where possible, both through voting through the investment managers to ensure responsible corporate governance and working with networks of other investors to engage directly with the investee companies. In particular the Trust will liaise with the Church Investors Group and investigate the possibility of joining the group, and also take an active part in setting up a network of interested charities who will work together in active engagement.
- (iv) The IMC monitors the effects of the ethical investment policy and the voting by the investment manager on a quarterly basis. The investment policy is reviewed annually.
- (v) Resources. Liaison with the investment manager regarding negative screening is part of the Head of Finance and Administration's normal workload. Active engagement is a new area but will be absorbed within current workloads. There will be some expense in setting up and running the Charities Responsible Investment Network and this will be shared between the participants. Membership of UNPRI (United Nations Principles for Responsible Investment) is being investigated.

4.2.4 To develop the social investment market

- (i) Social investment is a growing area and there is an increasing interest from both charities and the public. However the market is still in its

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infancy, particularly where innovation and risk are involved. A recent study by the Young Foundation put the figure for social investment at £165 million. Over 75% of this is in the form of loans by government or the main social banks, so relatively low risk. The study showed that in the last year only 5% of the investments were equity or quasi-equity.

- (ii) More charities are recognising the additional option of raising money through investment rather than the traditional grants and contracts. The growing tendency towards payment by result contracts means that if charities are to deliver services for government the majority of them will need investment to provide the cash up front and to share the risk. In addition many social enterprises are struggling to raise risk capital.
- (iii) In order for the market to develop and for a wider range of investors to make social investment there is the need to prove that the market can work, that it is possible to generate both a social impact and a financial return. The Trust will therefore support the development of a market for social investments, both through direct investment in programme related investments, up to a value of 5% of the total investment portfolio value, and through support for organisations and networks working to develop such a market.
- (iv) The social investment guidelines (referred to in 1.2) outline the areas which the Trust will invest in, as follows:
 - a) Investing for impact
These investments will further the strategic aims of the charity to promote social justice, in particular, but not exclusively, in line with the following enduring interests of the Trust:
 - Criminal justice
 - Gender justice
 - Racial justice
 - Economic justice
 - b) Developing the social investment market
These investments will be intended to further the development of the market place in social investments. This will include:
 - Investments to directly develop the market place, such as the development of a secondary market place in programme related investments. The absence of a secondary market place

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is an inhibiting influence in the social investment market with investors being potentially discouraged by the lack of opportunity to both buy and sell investments.

- Innovative investments which might catalyse interest from other investors and hence the market. The Trust is particularly interested in opening the market to new investors, for example developing social impact bonds and other financial instruments which might be attractive to institutional investors rather than just charitable foundations and existing donors. It recognises that to attract such investors the financial return should be more in line with that of the financial markets.

(v) Particular activities over the next three years include:

- Making further programme related investments, in particular in charities and social enterprises in Birmingham and the Black Country.
- Monitoring the progress of the social investments, including taking an active part through board membership where possible and contributing to any evaluation of the investments.
- Taking an active part in networks in order to share learning with other potential investors, e.g. the Social Impact Investors Group.
- Investing to directly develop the secondary market place in social investments. The absence of a secondary market place is an inhibiting influence in the social investment market with investors being potentially discouraged by the lack of opportunity to both buy and sell investments.
- Investing in investments of an innovative nature, recognising that new investment vehicles may need more work to set up as models for future investments (as we have found with the existing Social Impact Bonds).
- Investing in products which might catalyse interest from other investors and hence the market, including the development of social investment Funds by mainstream (or other) providers.

(vi) The IMC will monitor the social investments on a quarterly basis.

(vii) Resources. All three members of the Executive Team take an active role in managing the social investments, with the Head of Finance and Administration having responsibility for coordinating the social investment portfolio. Currently this is manageable within current workloads but this will be monitored as the social investment portfolio

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grows. There is the need for some additional expenditure in terms of legal fees but these are shared where possible with other investors and are included in current budgets.

5. Conclusion

- 5.1 The different elements of the investment strategy are already in place and underway, as agreed at different meetings over the last year by the trustees. The management of our assets for social justice outcomes merits being expressed as a stand alone strategic objective and this is advised.

Mark O'Kelly
Head of Finance and Administration
January 2013

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Paper 6

STRATEGIC OBJECTIVE 5: A FIT FOR PURPOSE ORGANISATION

1. SUMMARY

1.1 This paper summarises the key progress on what was Strategic Objective 4 in the 2009-13 Strategic Plan:

- To ensure that the organisation is fit for purpose to deliver its Strategic Plan, to support trustees in their stewardship of the Trust and to support staff to work efficiently and effectively.

1.2 It also sets out the proposed strategy for the objective (which now becomes Strategic Objective 5) for 2013-16.

2. RECOMMENDATION

2.1 That the Board agrees the following as the Trust's Strategic Objective 5 for the Strategic Plan 2013-16:

- To ensure that the organisation is fit for purpose to deliver its Strategic Plan, to support trustees in their stewardship of the Trust and to support staff to work efficiently and effectively.

3. KEY ACTIVITIES AND PRINCIPAL ACHIEVEMENTS (2009-2013)

Please note these bullet points report on the strategic objectives for Objective 4 as stated and highlighted below.

3.1 To ensure that the Board is appropriately resourced to effectively govern the Trust and deliver the organisation's objectives

- Two governance reviews completed and new arrangements in place to take effect from April 2013
- Legal compliance review completed annually and relevant actions taken.
- A range of learning opportunities at Trustee meetings, including external speakers and facilitated strategy sessions.
- Trustees gained greater knowledge of actual work through visits to partners in Birmingham and elsewhere.
- Trustees kept abreast of the work of the Trust between Board meetings through weekly updates and early view of all publications in which the Trust is involved.
- Trustees kept informed of governance and other relevant issues via the trustee intranet and regular circulation of relevant publications (e.g. *Trust and Foundation News* and *Governance Magazine*).

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- Introduction of regular reporting to Programme Committee of issues and concerns arising from grants management.
- Revised trustee appraisal system.

3.2 To support and develop staff to ensure they are equipped and motivated to deliver the strategy and fulfill their potential.

- Review of HR policies completed and updated annually to take into account legal changes and best practice.
- Additional GIFTS database software installed and training carried out leading to more efficient use of GIFTS.
- Grant processes overhauled.
- Performance management framework in place and 6 monthly reviews undertaken for all staff leading to
- Strong team ethos through regular team meetings and time spent off site in review and planning.
- Individual learning plans in place for all staff.
- Staff survey completed indicating a more settled and productive team near the end of the period than at the beginning.
- 'Back office' staff have all had opportunities to visit funded projects, attend programme-related events and meet counterparts in other trusts.

3.3 To maintain appropriate financial management and investment management arrangements for appropriate and well-informed decision making.

- A beauty parade in 2010 led to new auditors being appointed who carried out first audit and provided positive feedback of financial management and accounting systems and procedures. Several amended accounting practices put in place.
- Review of finance policies and procedures, including more relevant and transparent accounting for grants introduced.
- Greater understanding of investment management through co-option of Carol Harrison to the IMC and attendance by HOFA at Endowment Asset Management course at Cambridge.
- Investment policy and strategy reviewed and amended, in particular socially responsible element refined and commitment to developing a social investment portfolio strengthened.
- Regularisation of Barrow Cadbury Fund tax position.
- Permanent Head of Finance and Administration and Finance and Administration Assistant successfully recruited, inducted and confirmed in post.

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- New guidance to trustees on investment matters (Charity Commission's CC14) summarised for the Investment Management Committee and procedures for social investment put in place.
- Delegated authorities amended and financial security mechanisms strengthened.
- Anti-bribery, conflicts of interest, hospitality and anti-fraud policies and practice strengthened.
- Internal audit completed.

3.4 To evaluate and report on performance of the Trust's work to inform future strategy.

- Evaluation and impact framework in place and further development planned.
- Impact reporting has improved on all the Trust's programmes (outlined elsewhere in these papers).
- Knowledge sharing with other organizations through various speaking and networking events.
- Systematic monitoring and evaluation of Champollion contract undertaken and used to inform future communications staffing strategy. Recruitment and induction of permanent in house Communications Manager.
- Completed the History of the Trust book for publication Spring 2013.
- Case study of T2A featured in the UK's most extensive research on 'funder plus' published in September 2011.
- All staff report on the impact of their learning both in 1:1 and team sessions.

3.5 To promote the work of the Trust and its funded partners in order to create a more socially just society. (Note this is also covered elsewhere in the Strategic Review papers.)

- Significant press coverage achieved, related to all three programmes, social investment and family philanthropy.
- Involvement annually at all three major party political conferences.
- More use made of website and social media (e.g. twitter).
- Active membership of Woburn Place Collaborative, the network of social justice foundations and Ariadne, the network of human rights funders.
- Recruitment of in house archivist to work on the Trust's archives for 18 months.

3.6 To apply the Trust's ethical values to everything it does in order to better achieve our mission.

- Agreement to make more socially responsible use of endowment through revised ethical policy, with up to 5% in social investment.

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- Further steps to reduce our own carbon footprint:
 - replacing bottled water
 - reducing meat in catering
 - increased recycling
 - creating a 'green team' to assist our Green Champion
- Increasing the mission value of our premises by:
 - Giving office space as a gift in kind to British Future and the Centre for Justice Innovation.
 - Increasing the free use of our meeting rooms for social justice purposes. (300+ meetings in the year, not including use of meeting rooms by British Future.)
 - Negotiated a better deal on, and use of, Kean House.

4. DRAFT OBJECTIVES AND ACTIVITIES 2013-16

4.1 To ensure that the Board is appropriately resourced to effectively govern the Trust and deliver the organisation's objectives

- Recruiting trustees with relevant skills and knowledge (in particular investment management and West Midlands)
- Implement Stage 2 decisions from the 2012 governance review.
- Streamline/improve trustee access to relevant information and training.
- Induct and support new Chair of Trustees.

4.2 To support and develop staff to ensure they are equipped and motivated to deliver the strategy and fulfill their potential.

- Further develop 'back office' staff access to external networking and stimulus.
- Develop evaluation of learning and self reflection in performance management system.
- Encourage all staff to have some involvement in third sector management or volunteering activity
- Develop appropriate development activity in relation to the use of social media in the Trust's work.
- Spend time away from the office for review, reflection and planning (whole team and Executive Team separately).

4.3 To maintain appropriate financial management and investment management arrangements for appropriate and well-informed decision making.

- Further strengthening of investment management committee through recruitment of investment professional.

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- Monitor the economic situation and the value of the investment portfolio.
- Periodically consider whether to appoint an additional Investment Manager.
- Ensure programmes are providing value for money
- Keep operational costs proportionate to effectiveness. Increased efficiency through review of contracts.
- Use the endowment more efficiently through use of programme related investments.

4.4 To evaluate and report on performance of the Trust's work to inform future strategy.

- Implement evaluation and impact framework.
- Under the revised governance arrangements, to focus Board meetings more on strategy and impact.
- Initiate communications strategies where appropriate at the outset of a grant/project and assist partners in the greater dissemination of findings.
- Better use of the website and social media for evaluation and dissemination of the work of the Trust and its funded partners.

4.5 To promote the work of the Trust and its funded partners in order to create a more socially just society.

- Increasing synergy between policy/research and campaigning work on funding programmes.
- Maintaining and extending contacts with policy makers, funders and third sector leaders in Birmingham and the Black Country.
- Continue to position the Barrow Cadbury Trust as a social justice innovator and catalytic supporter of socially just change.
- Progress the launches and promotion of the History of the Trust and the archiving project.

4.6 To apply the Trust's ethical values to everything it does in order to better achieve our mission.

- More active engagement with investee companies.
- Further work in making office more sustainable and encouraging partners likewise.
- Continue to use all our assets including our office space for social impact.

4.7 To improve efficiency and effectiveness of operational functions in order to achieve better impact.

- More efficient record keeping and sharing of information (e.g. archive and records project and policy, better use of GIFTS as a contacts database).

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- Using social media and the website more effectively.

5. CONCLUSION

- 5.1** The Trust has made significant progress towards being a 'fit for purpose' organisation during the period of the current strategic plan.
- 5.2** The strategic objective relating to this aspect of our work remains appropriately worded and should be retained as the new Strategic Objective 5.

**Sara Llewelin
Chief Executive
January 2013**

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Paper 7

EVALUATION AND IMPACT STRATEGY (2013-16)

1. SUMMARY

- 1.1 This paper sets out a revised Evaluation and Impact framework for 2013-16 and is presented as part of the Strategic Plan (2013-16).
- 1.2 As a Trust, we are very strongly committed to monitoring evaluation and impact assessment as evidenced throughout these papers. We monitor the projects we fund, we expect organisations we fund to evaluate their work, we fund evaluation work both in our grants and of our programmes and we contribute substantially to key sector initiatives to advance this aspect of the sector's work. Examples are the npc 'Inspiring Impact' programme, the Early Action Task Force and, of course, the Third Sector Research Centre itself.
- 1.3 Monitoring, evaluation and impact measurement are all important aspects of being a strategic and efficient charitable trust. We monitor to ensure we and our funded partners are doing a good job, we evaluate to help build an evidence base about what works (and what does not) and we track the impact of what we fund (and do) to establish we are achieving the best possible impact on our mission with our available resources.
- 1.4 Evaluating our overall impact is an iterative process which informs future strategy. The Board needs to have adequate reporting on our work to a) scrutinise progress and call staff to account and b) reflect on findings and incorporate learning into future plans.
- 1.5 As a trust which is committed to achieving social justice impact across a range of social justice issues, we use a variety of approaches and tools for the measurement of what both we and our funded partners achieve. Any framework for impact assessment against a complex set of aims will necessarily contain a variety of approaches and be flexible.
- 1.6 The evaluation of impact needs to be further embedded in our practice and DNA. It should be, and is, an organic part of everything we do, not an 'add on' or 'after thought'. Further work needs to be done on drawing together and fully reporting on all the various aspects of work we do in this territory, and on better establishing the impact overall.

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2. RECOMMENDATION

- 2.1 That the Board receive this paper and agree a revised Evaluation and Impact Framework 2013-16 as outlined in the paper and shown diagrammatically at Appendix 2.**

3. BACKGROUND

- 3.1 The varied nature of the Trust's work means that a single framework for evaluation is difficult to achieve. The Trust's activity ranges from supporting major research and policy projects to funding the establishment of small new grassroots organisations; highly focussed work on mature programmes such as T2A alongside development of much newer, less developed programmes such as Poverty and Inclusion; politically charged work such as that in the Migration programme contrasted with grassroots activity in Birmingham; plus of course the "more than money" projects such as the Michael Mendelson visit or involvement in the Bishop of Birmingham's Inquiry.
- 3.2 Allied to the challenge of evaluating work of the varied nature carried out by the Trust is the challenge of evaluating the contribution that the Trust itself makes to any change, as opposed to the contribution of its funded groups or factors outside its sphere of influence. Attributing credit for change is always difficult where more than one player is involved, particularly when dealing with the high profile and fast moving external environment of our three programmes. Perhaps the way to deal with this is look at progress towards the Trust's objectives through the lens of what the financial and non-financial resources available to the Trust has achieved, rather than trying to distinguish the Trust's unique contribution.
- 3.3 We are now referring to 'contribution not attribution' as a way of indicating we know we can achieve nothing alone and that attribution does not necessarily have to be to one contributor or intervention to be legitimate.
- 3.4 The evaluation framework of the Trust adopted in August 2011 attempted to assess our impact organisation-wide rather than in programme 'silos'. This framework is outlined in the next section but it is important to remember that it sought to introduce the 'building blocks' to capture the value deriving from individual grants/projects in order to aggregate them up to our overall achievement.
- 3.5 As noted at the time, this is unusual. Most grant funders are far better at monitoring and evaluating each individual grant than they are at capturing overall impact.
- 3.6 It is neither practical nor advisable for the Trust to have a formulaic approach to determining the impact of our varied 'funder plus' approaches. Adding value with 'more than money' is such a core part of our approach that it is vital the value of this work is assessed and captured. This is currently done on a programmatic basis

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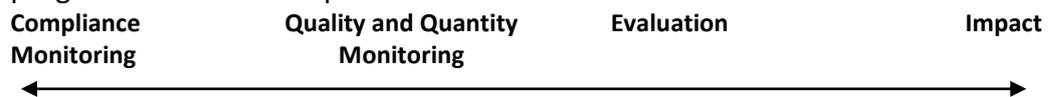
but it would be fair to say it still not systematic or automatic and needs to improve.

- 3.7 It will assist greatly that we are now looking at everything we do through the lens of 'catalytic funding'. This will give us a very useful prompt and 'hook' with which to recognise and measure impact (i.e. what change will be/was catalysed?).

4. TERMINOLOGY

4.1 Terminology in this sphere is both complex and contested. For ease of reference and simplicity the following is a straightforward recap:

- monitoring – the systematic scrutiny of achievements and compliance. Can include the gathering of statistics (quantitative) and user feedback (qualitative).
- evaluation – literally from the Latin – determining the value of something.
- impact measurement – determining what difference has been generated by something. This could be a single intervention, a series of interventions or a programme of work. Expressed as a continuum we could think of it like this:



Sitting underneath these are:

- **inputs** – the ingredients (resources of various kinds) which make up an intervention. Examples are budget, person hours, intellectual capital etc.
- **outputs** – activities undertaken; contains no judgement of value. Examples are number of minibus trips, number of workshops delivered or a report completed.
- **outcomes** – consequences of an intervention on an individual or group or situation. Examples would be a reduction in blood pressure or employment gained or press coverage.
- **impact** – the overall lasting difference made. Examples would be legislative change or a reduction in teenage pregnancy. This is the territory in which attribution is most difficult to assess and prove.

5. CURRENT APPROACH

5.1 The Trust's current approach to what we have heretofore called evaluation contains a number of elements:

- an annual strategic review of progress against each of the Trust's strategic objectives and the vision, mission, value and cross cutters as set out in the Strategic Plan. (i.e. Impact reporting on programmes.)
- the commissioning of formal evaluations of particular aspects of programmes of work or individual pieces of work.

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- the setting of suitable monitoring and evaluation frameworks at the outset of new projects and the systematic follow through of these in grants management.
 - aggregated quantitative and qualitative reporting to the Board of the monitoring and evaluation of funded projects.
 - a relatively sophisticated approach to increasing impact through media and a variety of other communications methods.
 - specifically funding evaluation of new approaches such as that of the Clore Social Leadership Programme and the Ethex platform.
 - contributing intellectual capital to key sector initiatives on evaluating impact, for example by senior staff membership of Advisory Groups for npc, Early Action Task Force, Third Sector Research Centre etc.
- 5.2 The current framework both for considering and for reporting on evaluation and impact is structured at three levels and is illustrated in the diagram in Appendix 1:
- **Organisational** - the overall performance of the Trust against the strategic plan.
 - **Programme** - looking at progress against each programme's strategy and operational plan.
 - **Project** - evaluating each funded project or piece of work against its own objectives and evaluating the extent to which it contributes to the achievement of its programmes, or the Trust's broader, aims.
- 5.3 Note the framework, while simple and serviceable, does not specifically mention 'funder plus'/'adding value'/or 'more than money'. This weakness leads to lack of systematic capture of that value.

6. PROGRESS 2009-13

- 6.1 A considerable amount of work is undertaken by the Trust both on evaluation of impact and on dissemination, although continuous improvement is needed.
- 6.2 Atypically, the Trust has habitually made more concerted efforts to capture the achievements of whole programmes through annual strategic review than it has individual projects, putting us at the impact measurement end of the spectrum above. This is a strength.
- 6.3 More usually, organisations (including grant makers) find it easier to monitor outputs than outcomes i.e. it is easier to record what you did than what change it achieved.
- 6.4 From 2011 we put in place a more systematic approach to setting realistic evaluation frameworks in each case when awarding funding, on the basis that it is nigh on impossible to track change/benefits retrospectively. It would be fair to say this is still a 'work in progress' in some cases. This, of course, takes time to bear fruit at the reporting stage and not all grants in management are at the same stage.

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- 6.5 In 2012 for the first time, the Board received a quantitative and qualitative report on the monitoring and evaluation reports received in the year from grant holders. Over time, this will become more comprehensive and useful as our system beds in.
- 6.6 The Strategic Review of the period 2009-13 which forms the backdrop to proposals for 2013-16 is essentially the digest of the Trust's achievements over that period. There has been considerable progress on all four strategic objectives and congruence between our vision, mission, values and cross cutters on all our programmes. (This progress and congruity is set out fully in the other papers of the review.)
- 6.7 This should not give rise to complacency, however, as there are still areas in which there is more to be done both organisationally and programmatically. Defining, measuring and driving up impact are key to continuous improvement.

7. LOOKING FORWARD – EVALUATION AND IMPACT STRATEGY 2013-16 – shown in diagrammatic form at Appendix 2

- 7.1 As an endowed foundation we are in the privileged position of only having to prove our value in the broadest sense of 'public benefit' as set out in charity law. Unlike our fund seeking and service delivery counterparts, we do not need to establish our relative worth for our very survival. We do however, have a clear moral and practical obligation to make the best possible use of our resources and to this end we should take all possible steps to establish our impact and continually review whether it is the best it can be.
- 7.2 But, as far as **attribution** is concerned, we can take advantage of our autonomy and independence to assess our **contribution** to the range of successes achieved where our input (of whatever kind) is an **ingredient** but not the only factor. We do not do things alone, we cannot achieve anything alone and we cannot take credit for anything alone. This is a liberating way to approach the capture of our value.
- 7.3 It is proposed the Trust continue to concentrate on improving our evaluation of our own performance against our vision, mission, values, cross cutting themes and strategic objectives. This offers a simple framework into which all of our work, and that of our funded partners, should fit.
- 7.4 It is proposed that the Trust's existing framework should be amended to incorporate all of the non-financial and 'funder plus' elements of our work. These include the use of our wider resource base such as: office space, intellectual capital, capacity building support, direct contributions to project work, presence at party conferences, communications work and use of our 'brand', contributions to sector leadership through boards and public speaking etc.
- 7.5 The core of the tiered approach adopted in 2011 and illustrated at Appendix 1 should be retained i.e. evaluation of each project or piece of funded work should

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be captured. This then aggregates up to an overall evaluation of each programme in the form of the Annual Strategic Review of each strategic objective. All of this, taken together, forms the basis of the impact assessment of the overall work of the Trust, both on annual and three year Strategic Plan cycles.

- 7.6 Other than through means of external and internal audit, we have not submitted our impact to external or independent scrutiny over the period of the last Strategic Plan. Rather, we have sought to improve our systems and performance.
- 7.7 The Trust's Evaluation and Impact Strategy for the upcoming period should include the commissioning of a suitable external assessment. This could be conducted by sector experts such as npc or Charities Evaluation Services, by independent consultant evaluators or by deploying the framework of the Center for Effective Philanthropy, a US-based organisation which has assessment tools for a form of 360⁰ feedback.
- 7.8 In accordance with the revised governance arrangements, trustees will receive three sets of papers relating to planning and evaluation each year:
- Annual Strategic Review – January Trustee Board Meeting
 - Operational Plans for the year – April Trustee Board Meeting
 - Qualitative and Quantitative analysis of all grants under management during the previous financial year – July Trustee Board Meeting
- 7.9 At the pan-Trust level, it is proposed that the impact framework at the organisational level should retain three elements:
- The Trust within its external environment: the context in which the Trust was working, what changed during the year and how the Trust responded.
 - Operations, governance and management: evaluation of the elements required for the smooth and effective running of the organisation;
 - How the Trust's work reflected its vision, mission, eight values and four cross cutting themes.
- 7.9.1 For each of these, the evaluation would address a series of questions, examples of which are given under each heading:
- The context of the Trust's work: What were BCT's strengths, weaknesses, opportunities and threats given the changing context in which it operated over the period? To what extent did it take advantage of its strengths and opportunities, and address weaknesses and threats?
 - Operational management: SWOT analysis. What were the principal activities and achievements? What were the challenges? How well did the Trust perform? This section would cover the main operational areas, including governance and processes, investment and financial management, communications, human and intellectual resources, grants processes, achievement of charitable objectives and political balance.

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- Vision, mission, values and cross-cutting themes: In what ways has the portfolio of funded work reflected these?
- Funder-plus work: to what extent has it contributed to our overall achievements and those of our partners.
- Proposed priorities for the current year

7.10 At the programme level, it is proposed to retain the existing framework:

- Activities undertaken: a brief summary of the principal activities
- Principal achievements: a selection of highlights from the year and their explicit contribution to achieving impact.
- Extent to which the operational plan for the programme was achieved: What was easy to achieve, what was more challenging and why? What opportunities arose during the period and what was done as a result? What unexpected events occurred and how did the Trust deal with them? Are there outstanding actions and what needs to be done to address them?
- Issues and learning points
- List of projects funded
- Proposed priorities for the coming year

7.11 At the project level, it is proposed to continue with the approach adopted in 2011 as this has not yet 'worked through' our system. Some grants remain in management which were not handled in this way, although they are 'dropping off' over time.

Without restating the fine detail of reporting arrangements and data capture for individual projects, the key features are:

- planning an evaluation approach with grant holders at the onset of every project including, as appropriate, inputs, outputs, outcomes and impact.
- keeping these on track by means of six-monthly reports to the Trust and any necessary adjustments arising.
- compliance monitoring including statistical information and financial reporting.
- aligning achievements with the strategic objectives of the Trust and
- show-casing or disseminating any work or findings if appropriate.

Analysed and synthesised findings will form the basis of the qualitative and quantitative analysis presented annually to your July board meeting.

7.12 More than Money

7.12.1 All 'funder plus' activity and all the different aspects of the use of our non-financial resources will be evaluated for their impact with a 'case by case' approach to methodology and fed into the Annual Strategic Review of progress against each strategic objective. Thus collaborative work on Corston will be assessed and reported on as part of Strategic Objective 1 (criminal justice) whereas the use of the office space would fall under the new Strategic Objective 4, (using all our resources for mission gain).

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8. CONCLUSION

- 8.1 The Trust has a strong commitment both to encouraging and enabling the work of funded partners to be evaluated appropriately and to measuring the impact of the Trust's work overall.
- 8.2 The framework adopted in 2011 is broadly fit for purpose albeit not yet entirely 'bedded in' to the operations of the Trust. This paper outlines the areas in which the framework could be improved in the interests of fuller impact reporting, learning for strategic development and continuous improvement.
- 8.3 A revised framework is recommended and is shown in diagrammatic form as Appendix 2.

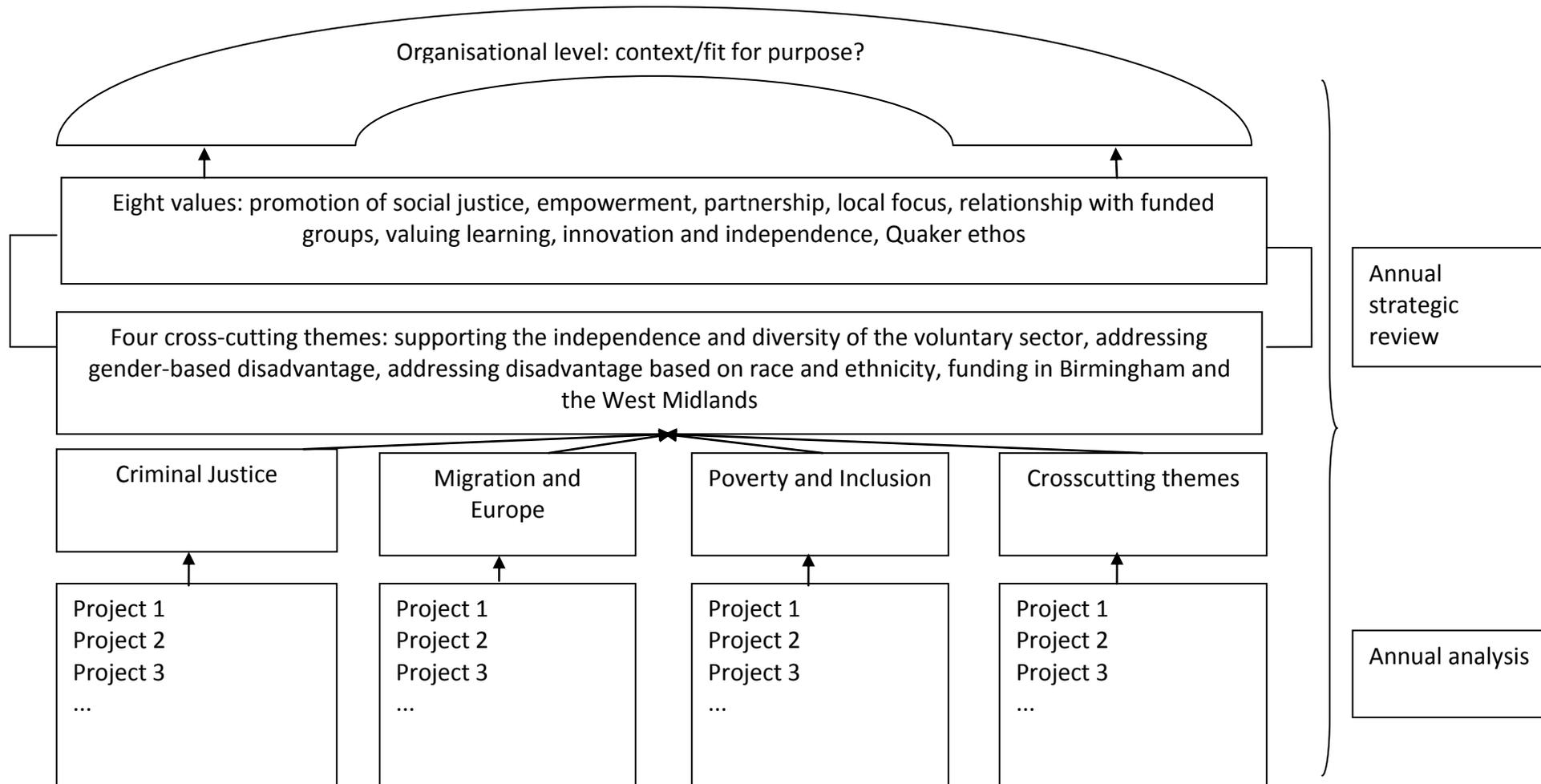
Sara Llewellyn, Chief Executive
January 2013

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Barrow Cadbury Trust evaluation framework as at 2012

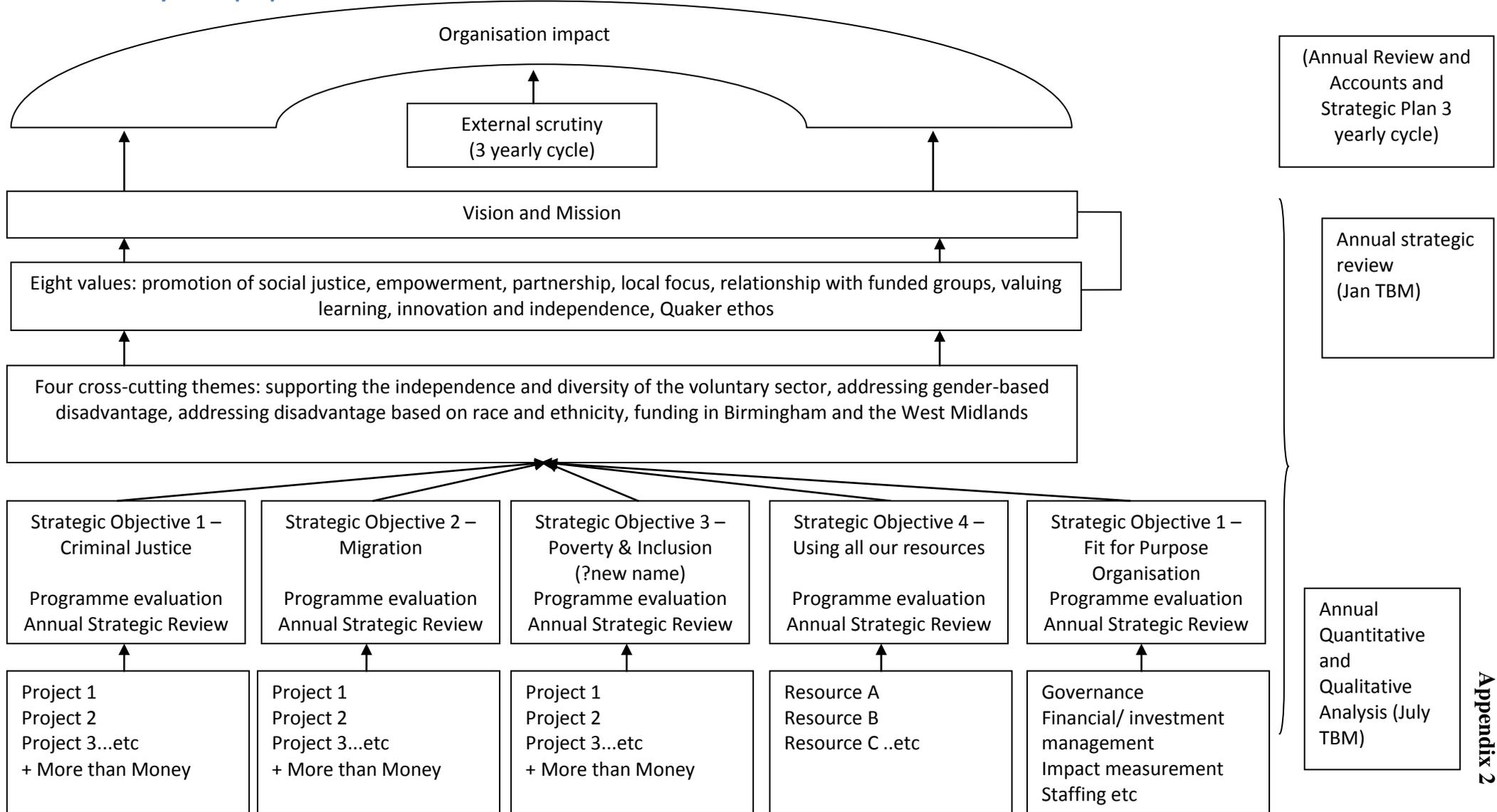


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Barrow Cadbury Trust proposed evaluation framework 2013-16



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Paper 8

COMMUNICATION STRATEGY

1.1 Background

- 1.1.1 Over the past two years the Trust's communications capacity has rested in part on external public relations contractors (Champollion) and in part on the Chief Executive, Programme Team and other members of staff to deliver communications functions. There have been benefits to drawing on the expertise and resources of PR professionals, but there are also substantial financial implications. This is particularly acute when billable hours are being spent on duplication and the redrafting of work as a result of lack of real understanding of the Trust's priorities and messages. A further drawback to over-reliance on a PR agency is that work with the press is essentially siloed from the rest of the Trust's communications work, which ignores the inter-connected reality that modern communications (press, website, social media) and risks undermining consistency of messaging. It is important that the Trust has communications support which is properly integrated with the other functions of the organisation.
- 1.1.2 A considerable share of the Trust's communications efforts have been involved in work done within the voluntary sector and among trusts and foundations, adding to the shared knowledge of the sector and promoting innovation through organisations such as the Association of Charitable Foundations. Much of this is done through spoken contributions at events and written contributions to sector publications by the Chief Executive.
- 1.1.3 At the time our Communications Manager came into post, at the end of July 2012, media relations were handled principally by Champollion, while the website, social media and publications and other communications functions were managed internally. The appointment of a Communications Manager has allowed for these areas of work to be brought under the purview of one individual, hopefully increasing the coherence of messaging across mediums and substantially reducing the necessity for the redrafting of copy written by junior staff at our external PR consultants. It is anticipated that sign-off requirements on copy will also be simplified with time; currently the Chief Executive and Head of Programmes sign off the majority of external copy.
- 1.1.4 The Trust's website was built in 2011 for what by industry standards was a modest cost, under £10,000, which was among the lowest quotes taken at the time. Although visually unspectacular, it is built on an open source platform, which allows for flexibility in terms of remodelling. Although in places the content is inconsistent or poorly ordered, the basic structure is sound and it represents a considerable improvement on its predecessor site. A staff intranet and Trustee intranet also exist and are currently used primarily for hosting internal and governance documentation respectively.

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- 1.1.5 At present, the Trust's engagement with social media is largely limited to use of Twitter. An account was opened in April 2011. With a modest increase in the time which is committed to maintaining our account and interacting with other users, the number of organisations and individuals following the Trust's Twitter account has grown from 625 at the end of July to well over 1000 by December. The Trust's approach to its website and social media channels is discussed in section 5.2.
- 1.1.6 Newsletters are currently produced thrice yearly. They have a relatively limited hard-format distribution. Although they are sent out more widely by email, there is no fixed circulation list.

1.2 Communication by programme

- 1.2.1 With respect to press, each of the programme areas has its own distinct communication needs, based on the relevant strategic objectives.
- 1.2.2 In terms of the Criminal Justice programme and in particular the Transition to Adulthood Alliance, on the guidance of former T2A Chair Dame Anne Owers there has been clear shift towards focus on the sector's trade press, which has proven to be an effective approach in building momentum behind issues.
- 1.2.3 The Migration and Europe programme is playing leading role, through Changing Minds, in helping to reframe public discourse on migration and in building capacity for a plurality of voices to be heard on the issue. This is operating at a sophisticated level – and the role of the Trust's communications capacity will be to provide strategic input and auxiliary support where relevant. Grant holders, particularly British Future, are making a palpable impact on media narratives around migration and integration and should continue to be supported in this important work. The Trust can also provide campaigning and media support to grassroots groups and think tanks.
- 1.2.4 The Poverty and Inclusion programme is not at the same stage of maturity and its media needs are therefore not so well-defined. In part, press work has included the provision of ad hoc press support to grant holders and the launch and promotion of reports, as well as more demanding projects under this work stream, most notably the high-profile visit of Michael Mendelson to the UK.
- 1.2.5 Social investment is an area which has increasingly attracted interest from the financial and general press. Although the size of the Trust's investments are relatively modest, we have a strong profile as a leading actor in the emerging sector.
- 1.2.6 Corporate press work, that is to say media engagement in our own name, has included some reactive work and a variety of more pro-active work. There have been media needs associated with the Trust's cross-cutting and other work, including promoting good practice in the field of philanthropy and supporting the

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emerging social investment sector in the relevant trade press. Over the coming period, there will also be distinct communications requirements associated with the Trust's archives and with the publication of the Trust's history.

2 Purpose of communications 2013-2016

- 2.1.1 All forms of communications should be used firstly to amplify the voice of campaigners and grant holders and secondly to help to enhance the Trust's credibility as a voice as an organisation with a stake in social justice. Audience is of central importance and often our communications output will face more than one audience, and is therefore necessarily a compromise, because we cannot present our message exactly as we would if we were communicating solely to potential grant holders or solely to journalists. Empowering marginalised people and communities to connect with "the powerful," must remain the rock on which our approach to communications is built, although of course this audience will vary considerably depending on the programme area and nature of the project. For example, a Criminal Justice project may be seeking to influence a handful of key statutory bodies, whereas a Migration and Europe project may be focussed directly on legislators.
- 2.1.2 Our communications work should continue to promote the voices of campaigners and grant holders and of the communities and individuals which benefit from their work. Blogging in particular has the virtue of delivering messages unmediated by the powers that be and should form a significant part of our approach to communications.
- 2.1.3 However, the utility of our communications work is clearly not limited to "speaking truth to power," and this can present a challenge, particularly in terms of the Trust's website and social media activities, which necessarily face multiple audiences; grant holders, potential grant holders, the press, other trusts and foundations, miscellaneous regional and national organisations. The Trust needs to offer each of those groups information which is relevant and presented in a digestible form.
- 2.1.4 There needs to be recognition that public opinion (or perception of it) is in itself a source of power, influencing both the agenda of the press and the priorities of decision-makers. As Marie Staunton of the Equality and Diversity Forum has explained, and as Sunder Katwala of British Future has demonstrated to great effect, "persuading the middle," can be necessary in order to advance arguments – and we should understand that sometimes our messaging needs to reach a very broad audience first, before it can carry the necessary weight with those in power.
- 2.1.5 Our communications activity should share knowledge, information and experience. While for reasons of capacity and responsibility, the onus for disseminating their work must fall on grant holders themselves, the Trust should

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provide what support and guidance it can to ensure that its impact is shared. The Trust's default approach to communications should be collaborative and should respect the principle that the message takes priority over the messenger. Where appropriate, the Trust should use its communications capacity to co-ordinate creative dissemination of work commissioned or supported by the Trust, which will effectively create more impact than would be possible if each project was only shared individually. An example of this approach is the Community Resilience Workshop the Trust organised in October 2012, drawing together civic leaders from across Birmingham and the Black Country to explore the findings of four separate research projects.

- 2.1.6 We should recognise that because the Cadbury name has powerful associations, as a brand it is an asset in itself, which as with all of our assets can and should be responsibly leveraged in order to advance the cause of social justice. This fits with the Trust's commitment to use all of its assets for mission-related purposes, not solely its financial resources. For example, despite the relatively modest scale of the Trust's social investments, our brand has given us the opportunity to promote social finance widely in the press.
- 2.1.7 Wherever possible, communications should also develop the Trust's reputation as a strategic partner in Birmingham and the Black Country. For that reason, reports and research commissioned by the Trust need to carry appropriate Trust branding.
- 2.1.8 As individuals including Julia Unwin of Joseph Rowntree Foundation have articulated, future use of communications tools should be for the receipt as well as broadcast of information. The Trust should be willing to corporately listen, learn and engage in discussions, by attending events, following sector and regional press and using social media.

3 Rationale for purpose 2013-2016

- 3.1.1 Our communications work in recent years has demonstrated that by sharing knowledge, information and experience we influence others and effectively catalyse change. We can do this by connecting policymakers and others with research and with information about grassroots projects, using written publications, the media, online material, social media and events. For this reason, the principal use of our communications capacity should remain promotion of the work of the Trust's grant holders and other partners.
- 3.1.2 The Trust has never sought aggrandisement for its own sake. The rationale for communications work which enhances the Trust's corporate profile is that, in addition to providing practical communications support to campaigners and grant holders (which may fall under the broad heading of the "funder plus" approach), our name and reputation may be leveraged to support the interests of grant holders, helping them to "speak truth to power". For these reasons, publicity

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which reflects poorly on the Trust needs to be avoided. It is not uncommon for trusts and foundations to believe that their corporate profile is of little interest or relevance to the wider world; in some cases this may be true, but in other cases it should be recognised that it represents a positive asset.

- 3.1.3 In Birmingham and the Black Country, communications which aim to build an understanding of the Trust corporately will be important to our ability to be regarded as a legitimate strategic partner with a stake in local policy making, an example of which can be seen in our input to the Bishop's Social Inclusion Process. Understanding the social and political landscape and listening to the conversations taking place about the future of the region and contributing to them are vital to ensuring that the Trust has the intelligence-base to play a credible role. This interpersonal engagement, which can be supported through social media, also strengthens our corporate commitment to learning and provides opportunities for informal monitoring of grant holders.
- 3.1.4 There are also times when the Trust wishes to share its corporate view or experience of an issue with a view to helping colleagues in the voluntary sector, for example the employment of an intern on the London Living Wage or steps taken to reduce our environmental impact. The Trust should continue to contribute to topical debates and promote philanthropy where appropriate, for example by participating in the CAF Foundation School.
- 3.1.5 While the Trust's use of communications should rightly remain overwhelmingly a vehicle for amplifying the voices of others, there may be circumstances where there is no other body able to coherently present an important and timely message – and where there is potential for a communications intervention to catalyse change, substantially advancing arguments in favour of social justice outcomes. In these circumstances, drawing on the Trust's corporate voice should not automatically be shied away from. As with any foray into public debate, such interventions carry risks and should be weighed on their merits.
- 3.1.6 The Trust should establish a platform for commissioning blogs, allowing authentic voices to be heard unfiltered and without narrative constructed around them. This reflects a recognition that mainstream media outlets (whilst benefiting from mass, if declining, readerships) carry innate biases which can lead to key points being either overlooked or distorted to fit a third party's agenda.
- 3.1.7 Specifically with reference to the Trust website and social media, but also relevant to the written publications include Annual Reports, is the challenge of facing multiple audiences. For this reason, the Trust's output should be scrutinised from those different perspectives, with special consideration given to the 'user journeys' of different visitors to the Trust's website. Other trusts and foundations have run exercises in order to do this, for example: "developing personas [for different potential audiences] and ranking them in order of importance" – using models such as this should be considered. Work to ensure that the needs of

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diverse audiences with respect to the Trust's website are met has already been undertaken, using team exercises to identify and map the requirements of different users. More work to refine this should follow.

4 Resources and capacity

- 4.1.1 The principal aim of the appointment of a Communications Manager was recognising that the Trust did not have the right type of external communications support, instead largely receiving input from junior members of Champollion's team, which required very hands-on management and was necessarily 'at one remove'. The appointment of a Communications Manager means that we can bring more coherence and in-depth understanding of the work of Trust.
- 4.1.2 We may however require ongoing strategic input and mentoring support; at present, it isn't possible to establish firmly what level of external support will be required. The potential for establishing an Action Learning Network with peers in other organisations to facilitate professional development of the Communications Manager should be explored.
- 4.1.3 Given the relatively modest level of reactive enquiries to which the Trust needs to respond corporately, there is now clear capacity to manage this aspect of our press work in-house. Other trusts and foundations which rely on the support of external communications agencies cite their value "in dealing with a crisis quickly" and drawing on their experience. It is therefore recommended that at the least, an option to spot purchase services from Champollion be retained.
- 4.1.4 With respect to pro-active work to secure press coverage, either corporately on behalf of (and in co-operation with) campaigners and grant holders, this varies greatly from project to project. Many think tanks are well-resourced in terms of press capacity, and the appropriate support for a given research project supported by the Trust is likely to be strategic input on the press release content and target media. Conversely, there may be a grassroots project supported by the Trust which is unique, groundbreaking or illustrative of a wider issue – and which should be shared with a national audience. The group running the project is unlikely to have any substantial press experience and in this instance, the Communications Manager would dedicate a substantial amount of time to media promotion of the project. In each instance, discretion will be required, with the Communications Manager and relevant Programme lead taking into account the likelihood and value of securing coverage, the capacity of the grant holders and the Trust's own capacity to assist.
- 4.1.5 The Trust should create a standardised pack offering basic guidance on communications work, to be offered to selected (grassroots) grant holders, which would complement personalised support to be provided by the Communications Manager or other parties.

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- 4.1.6 An example of a situation in which we might lack capacity would be circumstances where the Trust is arranging a large event. In these instances, the Communications Manager should draw on intern assistance in the first instance and if necessary the support of an external contractor.
- 4.1.7 Social media activity should, in part, be in the hands of individual programme staff, who should use Twitter and other relevant tools to complement their networking and intelligence gathering activities.

5. Proposed activities

5.1 Dissemination of work commissioned or supported by the Trust

- 5.1.1 At present, information about the work of our grassroots grant holders does not always reach as wide or appropriately-chosen an audience as it could, while policy and research papers are not always fully shared with all of the Trust's relevant audiences. We do not yet systematically learn from the work of grant holders, or share that learning.
- 5.1.2 Reports and research commissioned by the Trust should have a dissemination strategy from the outset, to include launches events where appropriate. These strategies should be jointly drawn up and delivered by the relevant Programme Manager and the Communications Manager, to ensure that as many parties as possible are able to learn from work supported and commissioned by the Trust, while grassroots projects should be encouraged to draw on communications tools to share their experience. Approaches to dissemination will vary considerably depending on the project, but could for example include online work or infographics¹. In most instances, reports should carry Barrow Cadbury Trust (or Fund) branding.
- 5.1.3 The Trust should regularly support and organise events which bring together key audiences to showcase the work of one or more grant holders. As previously noted (**2.1.5**) events such as the Community Resilience Workshop have the advantage of sharing 'more than the sum of their parts'.
- 5.1.4 The Trust should build a case study library which will allow us to easily share and showcase the work of grassroots and research projects supported by the Trust. It is anticipated that many of these would be shared online – and that in doing so we would help manage the expectations of potential grantees, giving them a clearer sense of what we are looking to fund (if anything) and ideally therefore reducing inappropriate applications. Using standardised templates, this would also serve as a valuable internal resource. Case studies fall into two categories, those which summarise concisely a project undertaken by a grant holder and those which bring in more personal voices; both have an important role to play. It is interesting to

¹ An image or set of images which visually depict data in an accessible and aesthetically considered way. See **Appendix 1** for an example.
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note that some trusts and foundations have gone as far as employing actors to present personal case studies on film, drawing on the emotive to better articulate the work of grant holders. In pursuing this, the good practice and support of organisations such as the Media Trust should be sought.

- 5.1.5 In conjunction with the Programmes Team, regular reviews of our audience and stakeholder contacts should be scheduled in order to ensure that we are able to share research, newsletters and other information with a wide range of relevant stakeholders.
- 5.1.6 Photographs are a valuable way of illustrating both specific projects and the type of work we are interested in supporting, but at present many of the photographs we share in printed and online material either do not adequately express this, or actively send out the wrong message. It is recommended that clear photographic guidelines be drawn up and used in the commissioning of a new series of images of Trust-supported projects. Flickr should be used to host and share these pictures.
- 5.1.7 It is also recommended that the Trust consider wider use of images which represent projects and ideas more figuratively (which may involve the commissioning of graphic designers).
- 5.1.8 The Trust should continue to work in partnership with other organisations to use political party conferences as an opportunity for promoting social justice messages to legislators, policymakers and others.
- 5.1.9 Sector-specific outlets for effectively disseminating work should be used routinely, for example the Ariadne Network should be used when cascading relevant research arising under the Migration and Europe programme.

5.2 Management of the website and social media

- 5.2.1 Writing for Third Sector in August 2012, Raising IT's CEO Tim Lathchord explained that "Your website is the heart of your charity's brand. More people will experience your charity through your website than any other medium." This is true to the extent that in some ways regarding "website" as a sub-heading of communication is almost to underplay its centrality.
- 5.2.2 The Trust's current website is built on an open-source platform and has a relatively clean and fresh design. However, it lacks dynamic content and is visually unstimulating in the main.
- 5.2.3 For potential grantees, the user journey can be confusing and for users of the website with disabilities, the necessary levels of accessibility are not in place. Content for potential grantees can currently be confusing and repetitive and this should be addressed as a priority.

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- 5.2.4 It is recommended undergo a thorough review, with particular consideration given to the experience of potential grant holders (a key audience), as well as other visitors. There should also be a focus on the aesthetics of the site, drawing on the experiences of other trusts and foundations. The needs of staff, Trustees, grantees and external parties should be considered as part of this process. Other trusts and foundations have committed significant resources to ensuring that the online aspects of the grant application process are as effective and helpful as possible. Some have used online surveys to gain direct feedback from grant applicants and it is recommend that this form part of the web review.
- 5.2.5 The website's front page should better express who we are and host more dynamic content (for example, the Twitter feed should be immediately obvious).
- 5.2.6 Social media is a crucial means of dialogue with grantees and other organisations; a resource for gathering intelligence and for informal monitoring and evaluation. Other trusts and foundations have noted the value of Twitter in particular in ensuring that they are "better informed". This requires time investment and the Trust's Twitter feed should be seen as a valuable asset. A 2011 report, the Indigo Trust/Institute for Philanthropy paper 'Philanthropy and Social Media' explained: "It is crucial for organisations looking to use social media for communicating messages to engage and grow their community of supporters and to treat online engagement as a core business activity...".
- 5.2.7 Twitter should be a place where staff are able to engage not only with grant holders, but with key players in their sector, enhancing the intelligence-gathering and networking activities they undertake already.
- 5.2.8 Twitter is a fast-moving medium and information shared on an individual page once can easily be lost, so efforts should be made (using programmes such as TweetDeck or HootSuite²) to ensure that important messages are shared repeatedly at strategically chosen times.
- 5.2.9 Film and other online platforms, such as Pinterest³, should be explored as means of connecting with and showcasing the work of grant holders. Collaborative work with the Media Trust in this field should be explored.
- 5.2.10 Systems should be put in place for tracking the efficacy of our online work. In addition to Google Analytics, online impact should be measured through low-cost services such as Sprout Social and Klout⁴.

² Interface programmes for managing multiple social media accounts more effectively

³ A website which allows users to share different images, stories or snippets of information, much like a pinboard in an office.

⁴ Both websites which use complex algorithms to assess the impact being made by an organisation online and through social media.

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- 5.2.11 Social media and online communications generally are fast-moving and constantly evolving sectors, both in terms of the technological tools and the way in which they are used. Much has been written on the ways in which social media has reflected and even shaped the changing nature of activism, particularly the diminished role of institutions and the tendency towards negative campaigns. The Trust must continue to monitor and learn from this. Equally, it is possible that social media tools which are indispensable today will be redundant by the close of the coming strategic period. Ongoing learning and development is therefore particularly vital in this area, not necessarily through formal training, but through active awareness of developments. While it is necessary to understand to remain abreast of new and unproved technologies and platforms, there should be no onus to become 'early adopters'.
- 5.2.12 The staff and Trustee intranets are currently under-utilised, used as they are solely for hosting internal documentation. This should also be reviewed, with consideration given to whether they could be more effectively deployed for the management of institutional knowledge, potentially through a Wiki style structure.

5.3 Continuing to position the Trust as a social justice innovator and catalytic supporter of socially just change

- 5.3.1 The Trust's corporate voice, in which we position ourselves to the wider world, is heard principally through the Leadership team (at meetings, events and in publications), through the website (**see 2**) and through its newsletter.
- 5.3.2 The newsletter's format and distribution networks should be reviewed, to ensure that it is both thematically coherent and read as widely as is appropriate. Hard copy newsletters should be retained, because they provide a valuable connection with grant holders, who are in some cases very small community organisations with limited use of electronic media.
- 5.3.3 By ensuring that the Communications Manager, working closely with the Executive Team and programme leads is first port-of-call for press enquiries, the Trust will also increase consistency of positioning and voice, where corporate messaging is necessary.
- 5.3.4 In order to ensure that key social developments affecting Trust priorities are understood (and where necessary, responded to), systems for effective media monitoring should be put in place. Basic processes, for example, Heads of Programme using Google News Alerts provide a broad overview of daily developments, but consideration should be given to whether more bespoke monitoring is possible with the limited resources available.
- 5.3.5 In order to have access to the necessary media contacts and distribution lists, independent of external contactors, the Trust should review the benefits of either building an in-house contacts list or purchasing access to a press database.

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- 5.3.6 It is recommended that a new hard-copy publication be produced, providing a brief and straightforward introduction to the Trust and its mission, to be used as an all-purpose introduction to our work.

5.4. Increase synergy between research and grassroots

- 5.4.1 It is recommended that the Trust uses blogging, both to share the voices and experiences of grant holders and to help explain the connections between grassroots and policy concerns. This could be done either through in-house blogging or approaching a national (or regional) media outlet to secure the use of their site as host for a blog, which the Trust would then commission.
- 5.4.2 Where possible, work with the media should emphasise both theory and practice, illustrating wider structural or societal issues by reference to the lived experiences of individuals and communities.
- 5.4.3 There should be a recognition that in advocacy work, the synergy of research and grassroots work may go hand-in-hand with aligning facts and emotional appeal. Our grant holders may have the capacity to do one or the other, but not both, and the Trust should assist in bringing the two together where able.

5.5. Build on relationships in Birmingham and the Black Country

- 5.5.1 Without maintaining a physical presence in Birmingham and the Black Country, it can be a challenge to be considered a credible partner, not only as a funder but as a strategic partner with a valuable voice in regional policy making.
- 5.5.2 Our printed and online materials should reflect both the Trust's historic connections with the area and its role in supporting projects in Birmingham and the Black Country today, for example through the use of Google Maps.
- 5.5.2 Time should be also taken to build on existing good relationships with the press in the West Midlands and to empower grant holders to share their work within the region, where appropriate through the provision of written guidance, training, and contacts to third parties such as the Media Trust and PA Community Newswire.
- 5.5.3 Linking into regional discussion can and should be done online and as discussed in **point 3.1.3**, this should be prioritised.

6. Monitoring and evaluation

- 6.1.1 Further consideration should be given to methods for monitoring and evaluating the efficacy of our communications work in advancing the Trust's agenda. The means used for monitoring and evaluating the impact of communications

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activities should be proportionate to the scale and nature of the information communicated.

- 6.1.2 Evaluation should draw on the visibility, awareness and impact of the communications activities undertaken. The challenge here is that impact from communications activity can be difficult to measure and short-lived. It is possible to definitively measure output produced, which could be media mentions (qualitative and quantitative) or website hits, although this does not reveal the longer-term impact of that information.
- 6.1.3 General “raising of awareness” can be a vague measure without hard survey data to illustrate any growth of understanding in an issue, while drawing a direct connecting line between communications measures and attitudinal change can be nebulous. However, recording and assessing information relating to our communications activities can give a valuable sense of the audiences with which we are engaging.
- 6.1.4 All press coverage which refers to the Trust or the Transition to Adulthood Alliance corporately should be recorded, with information on the outlet, author, contact, tone of piece, purpose and value noted on a database. Additionally, key coverage which relates to the work of grant holders, but which does not mention the Trust, should also be recorded.
- 6.1.5 Website visitor information for the Trust and Transition to Adulthood Alliance sites should be recorded using Google Analytics. Information recorded should be a mixture of key quantitative data, such as unique visitor numbers, key regional visitor figures and leading referrers - as well as qualitative data on news items which have attracted particular attention.
- 6.1.6 Monitoring and evaluation of the social media activity undertaken by the Trust and Transition to Adulthood Alliance should be supported by specialist programmes which use 'influence algorithms' referred to in this paper (see **5.2.10**), notably Klout and Sprout Social.

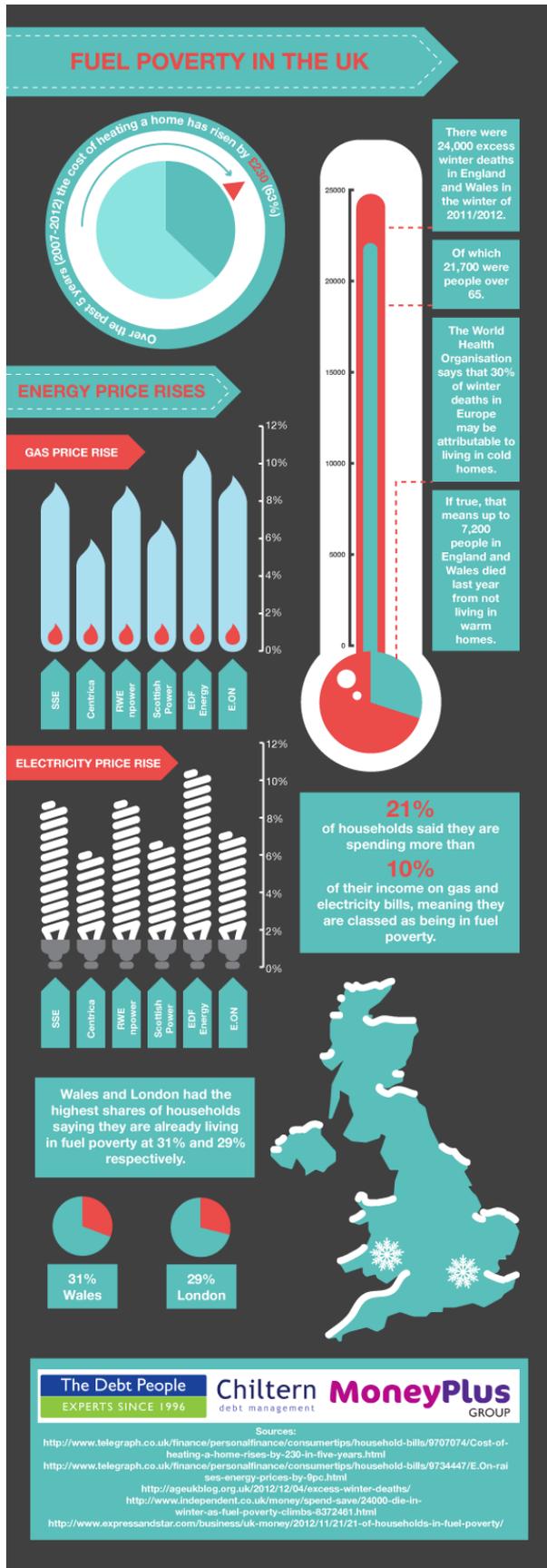
Paul Evans, Communications Manager
January 2013

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Appendix 1 – Example of an infographic, in this case about fuel poverty



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Paper 9

DRAFT BUDGET 2013-16

1. Introduction

1.1 An outline budget is presented below. This is to give an indication of the levels of expenditure over the period of the Strategic Plan (2013-16).

1.2 Annual budgets will be prepared annually and presented to the Trustee Board for approval.

2. Assumptions

2.1 The total budgeted expenditure increases in line with inflation (based on 2012/13 budget).

2.2 Inflation is 3% (November 2012 RPI inflation).

2.3 Programme expenditure is based on similar proportions to 2012/13, i.e. an equal split between the three main programmes, with smaller amounts for the philanthropy and cross-cutting themes.

3. Budget

	Budget	Budget for strategic period		
	2012/13	2013/14	2014/15	2015/16
	£ '000	£ '000	£ '000	£ '000
Criminal Justice	842	876	903	930
Migration	842	876	903	930
Poverty & Inclusion	842	876	903	930
Philanthropy	150	156	161	166
Crosscutting	278	289	298	307
Personal annuities	4	5	5	5
Voluntary sector use of premises	92	87	90	93
	3,050	3,166	3,261	3,359
Operational costs	1,161	1,171	1,206	1,242
Total budgeted expenditure	4,211	4,337	4,467	4,601

4. Points to note

4.1 Costs relating to external use of the office by voluntary organisations have been shown separately.

4.2 Programme costs have risen by 4.1%. This above inflation increase is due to a lower increase in operational costs.

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4.3 The budgeted expenditure for 2013/14 is about 5.9% of the current value of the endowment. A sustainable level would be between 3% and 4%.

5. Conclusion

5.1 The above figures will allow the Trust to carry out its strategic objectives.

Mark O'Kelly, Head of Finance & Administration
January 2013