



The Barrow Cadbury Trust
(A company limited by guarantee)

**Annual report and consolidated financial statements
for the year ended 31 March 2015**

Charity Registration Number	1115476
Company Registration Number (England and Wales)	5836950

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Reference and administrative details for the year ended 31st March 2015

Trustees	Helen Rachel Cadbury (Chair) Erica Rachel Cadbury Nicola Jayne Cadbury Ruth Margaret Cadbury Gordon Scotland Mitchell Tamsin Amalia Rupprechter Henry George Southall Serle John Edward Southall Serle Steven Murray Skakel Anna Catherine Southall OBE
Co-optees	Carol Harrison – Investment Management Committee Jan Pethick – Investment Management Committee
Chief Executive	Sara Llewelin
Company Secretary	Mark O’Kelly
Principal office Telephone Facsimile Website	Kean House, 6 Kean Street, London WC2B 4AS 0207 632 9060 0207 632 9061 www.barrowcadbury.org.uk
Company registration number	5836950
Charity registration number	1115476
Statutory auditors	Sayer Vincent LLP Invicta House, 108-114 Golden Lane, London, EC1Y 0TL
Bankers	Triodos Bank, Deanery Road, Bristol, BS1 5AS HSBC Bank plc, 94 Kensington High Street, London W8 4SJ
Investment managers	Sarasin & Partners LLP 5th Floor Juxon House, 100 St Paul's Churchyard London EC4M 8BU
Solicitors	Russell-Cooke 2 Putney Hill, Putney, London SW15 6AB

**The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015**

The Trustees present their statutory report together with the accounts of the Barrow Cadbury Trust (the Trust) for the year ended 31 March 2015. The accounts consolidate the financial statements of the Trust and its subsidiary undertaking, the Barrow Cadbury Fund (the Fund). Comparatives are for the year ended 31 March 2014.

The reference and administrative information on page 2 forms part of this report.

The accounts have been prepared in accordance with the accounting policies set out on pages 27 and 28 and comply with the charity's memorandum and articles of association, applicable laws and the requirements of Statement of Recommended Practice on "Accounting and Reporting by Charities" issued in March 2005.

Structure

The Trust was incorporated as a charitable company limited by guarantee on 5 June 2006, and is governed by a Memorandum and Articles of Association. The Trust is also a registered charity. The Trust is the sole member of the Barrow Cadbury Fund (the Fund), a non-charitable company limited by guarantee. Decisions regarding investments, grant making and other charitable work (including matters referred to later in this Trustees' report) are made by the Trustees and Directors taking the Trust and the Fund together.

The Memorandum and Articles of Association of both the Trust and Fund were last comprehensively reviewed in 2008/09 and amended in order to take account of new requirements under company law and best practice.

Trustees

Until 2009, all of the Trustees were direct descendents of Barrow and Geraldine Cadbury. The first two non-family members were appointed in 2009. Family Trustees are recruited through the family and efforts are made to establish familiarity with the work of the Trust among younger family members at an early stage. Non-family Trustees are recruited and are selected to enhance the skill base of the Board. Induction is provided for new Trustees on Trust strategy and good governance. The Trustee register of interests is updated and graded annually and is available for public inspection. There is continuing emphasis on improving capabilities in governance, investment, financial management and communications. There is an annual Trustee skills audit, Trustees are appraised annually by the Chair on their performance and contribution to the Trust and, where additional training requirements are identified appropriate training is provided. Workshops and site visits are arranged for Trustees on relevant matters, some with all staff, some with the Executive Team and some for Trustees only.

Chief Executive

The day-to-day management is delegated to the Chief Executive of the Trust, Sara Llewelin.

Governance

The Board has strengthened its role in strategy setting and in the oversight of impact, whilst stepping back from operational management over the past several years. A core governance pack is in place for Trustees. This governance pack also serves as an induction pack for new Trustees, incorporating all key documents and is reviewed and updated annually. During the year the Board and Executive Team

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undertook a spending review in preparation for our next strategic period, which will cover the 5 year period 2016-21. The Board decided to continue to spend capital as well as income at broadly the same level as now, in order to prioritise the continued impact of our work. This is not, however, to be taken as a decision to spend out and we will fully review the matter again in 2020.

Also, during the year the Board reviewed the composition of the board and decided to a) recruit at least 2 new non-family trustees, b) review trustees' terms of office and c) initiate a Next Generation programme for prospective descendent trustees.

In 2015/16 we will: Appoint and induct at least 2 new non family trustees, review trustee terms of office and hold a NextGen familiarisation day.

Risk management

At least once a year, the Trustees review the major risks facing the Trust and Fund and ensure that any necessary mitigating actions are put in place. The Trustees are satisfied that appropriate measures and effective systems are in place to mitigate those risks. A comprehensive risk analysis was undertaken during the year and an updated full risk strategy reviewed by trustees in April 2015. Each quarter the Board monitors the identified 'headline' risks. Specifically, matters which received close attention during the year were a) ensuring our activities and public profile are politically non-partisan and b) grading and managing any board and staff conflicts of interest.

In 2015/16 we will: Strengthen our Business Continuity Plan following a review of how well we were covered during the Holborn Underpass fire in April 2015.

Strategic and operational planning

During the year Trustees and staff reviewed the second year of operation of the Strategic Plan for 2013/2016 and put in place an Operational Plan for 2015/2016. It should be noted that the Board continued to spend more than the anticipated investment income during this three year period. At the current time of austerity we are committed to our current level of spend and keep this under regular review so as to balance the needs of the present with the needs of the future.

During the year we commissioned an external evaluation which we termed a 'reflective review'. This was carried out by the Institute of Voluntary Action Research in the final quarter of the year and presented to our Board meeting in April 2015. The findings and insights will assist us with our strategic planning (and is available on our website).

In 2015/16 we will: Undertake a full strategic review of the Trust's work in order to set a Strategic Plan for the 5 year period 2016/21.

Public benefit

The Trustees have had regard to the Charity Commission's guidance on public benefit and also to guidance from the Association of Charitable Foundations. Trustees are confident the Trust operates for public benefit and discussed the matter fully at a Board meeting during the year.

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The Trust's mission is to promote social justice through grant making, research, social investment, influencing public opinion and policy and supporting local communities. The benefits arising from the Trust's work include social and economic improvement for people, especially:

- young adults and women, who are within or at risk of falling into the criminal justice system;
- refugees, asylum seekers and undocumented migrants; and the communities which receive them;
- people living in poverty, particularly - but not exclusively - in the Birmingham and the Black Country, where the Trust has its historic roots;
- the promotion of philanthropy, social investment; and
- strengthening civil society and its voice.

This assistance is provided both directly and indirectly by the Trust working with and funding voluntary organisations, campaigns, social investment vehicles, think tanks and community groups to work directly with or to secure better social and economic improvements for end beneficiaries.

Our Model

The Trust describes its approach as that of a catalytic change maker, using all our assets, not only our money, in the service of our mission. We aim to bridge the divide between local communities and policymakers. Our strap line is the eighteenth century Quaker imperative to 'speak truth to power' and to this end we aim to bring the voices of marginalised and disadvantaged people to be heard in the 'corridors of power'. The Trust works with think tanks, campaigning organisations and the media to increase informed public dialogue about some of the difficult issues of our age. The Trust provides opportunities for grantees to influence policy makers and also for them to come together and share learning. The Trust also funds research which aims to influence public policy and practice in order to bring about structural change. These areas of work are described in more detail in the next section of this report.

In order to better explain our model of working we now have a short animation which illustrates succinctly our approach. The animation and guidance for prospective applicants on whom is eligible to apply and our procedures and methods of working are available on our website www.barrowcadbury.org.uk

Objectives and Activities, Achievements and Performance

In January 2013 Trustees approved a new three year Strategic Plan for the Trust (2013-16). This outlines our vision, mission, values, cross-cutting themes, models of working and strategic objectives.

Vision:

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

Mission:

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

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Values: The values which underpin the work of the Trust are as follows:

Promotion of social justice	The Trust aims to put fairness and equality at the heart of all its work.
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.
Partnership	The Trust works in partnership with other grant makers and with stakeholders at international, national, regional and local levels.
Local focus	The Trust values its historic relationship with Birmingham and the Black Country.
Relationship with funded groups	The Trust aims to be an approachable, fair and responsive grant maker.
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).
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.
Quaker ethos	While there is no requirement for Trustees and 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.

Cross-cutting themes:

The Trust has a 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.

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Strategic Objectives:

The Trust's five strategic objectives for 2013/16 are:

Strategic Objective 1

To build evidence of effective interventions, primarily for young adults and women, at all stages of the criminal justice process, and seek implementation at a national and local level in policy and practice.

Strategic Objective 2

To promote support for an immigration system that is fair to both migrants and established residents and a constructive, evidence-based 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 of the Trust's assets for the advancement of social justice, including by means of a social investment portfolio and assistance to develop the social development market place.

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.

The Past Year:

Operational Objectives 2014/15:

The Operational Plan for 2014/15 identified 23 operational objectives for the year across the five Strategic Objectives, against which progress is closely monitored.

Activities

The Trust works to achieve its objectives through grant making, outreach, commissioning research, facilitating alliances and partnerships and adding value to grants through capacity building and leadership and learning support. The model of the Trust's work is designed to enable the voices and perspectives of marginalised and disadvantaged people to be heard in the public policy arena.

New programme approvals in 2014/15

The following table includes the total value of programme approvals in 2014/15 for each of the three programme areas and the two other associated funding streams.

	£
Criminal Justice	1,021,815
Migration	894,659
Resources & resilience	823,120
Philanthropy & other	494,205
TOTAL	3,234,799

Key achievements 2014/15:

Strategic Objective 1 – Criminal Justice

Criminal Justice	£
Projects and campaigns	446,755
Research and partnerships	275,060
Transition to Adulthood pathway	300,000
Total	1,021,815

Principal Achievements:

- Young adults are now routinely recognised as needing a distinct approach by all three main parties.
- During the course of 2014, all three main political parties announced specific plans for enhancing a distinct approach for young adults in the criminal justice process. All three parties have regularly used the concept of **maturity** to underline their plans, and T2A (Transition to Adulthood) language and policy is now routinely cited as evidence.
- T2A research has been referenced in significant reports and statutory documents:
 - T2A research has been frequently cited in influential and statutory reports this year. In its major review of policy (*Condition of Britain*), the think tank **IPPR** quoted at some length from T2A's research on maturity and brain development, as well as making reference to T2A pilots.
 - The **Youth Justice Board** and the **National Offender Management Service** produced a new iteration of its 'Youth to Adult Transitions Framework', and for a second time invited T2A to contribute to the foreword by way of endorsement.
 - The **Ministry of Justice** included T2A material on its portal for the bidding organisations during the competition process for new probation contracts.
- During the year there was a sharp increase in the numbers of requests to meet with T2A by senior officials and policy makers.
 - The **Ministry of Justice's** Director for Rehabilitation.
 - The Head of the **Sentencing Council**.
 - The Criminal Justice Office of the **Lord Chief Justice**.
 - T2A was invited to give evidence in November to the House of Commons **Justice Select Committee** for its inquiry on prisons. T2A was also invited by the National Offender Management Service to present to the Governors of Youth Offending Institutions on its work on maturity, and by the Mayor's Office on Policing and Crime to brief London probation contract bidders about the distinct needs of young adults.
- There has been progress made in developing a portfolio of work within T2A on racial disproportionality:

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- An initial body of work has been developed throughout the year on the **disproportionality of Black and Minority Ethnic (BAME) young people** in the criminal justice system.
- T2A has successfully engaged and influenced Police and Crime Commissioners:
 - T2A has successfully worked with a small group of pioneering Police and Crime Commissioners to develop substantial young adult initiatives and projects in local areas, including Leicestershire, South Wales, Greater Manchester, Gloucestershire, Hertfordshire, South Yorkshire and Northamptonshire.
- Birmingham projects are now all aligned to young adults or women:
 - All of the projects funded by the Trust through its criminal justice programme that are based in Birmingham are now aligned to the twin priority groups of young adults and/or women.
- The T2A national conference held at the British Library attracted speakers at the highest level and an audience of senior people from across the country.

Strategic Objective 2 – Migration

Migration	£
Projects and campaigns	575,660
Research and partnerships	318,999
Total	894,659

Principal Achievements:

- The Trust's progress against objectives this year must be seen in the light of the increasingly difficult external context. The rise of UKIP and the seeming unending appetite for racing to the bottom on migration policy has meant that making a positive difference to public debate and national policy is difficult. Nevertheless, the Trust's funding has enabled important building blocks of research, strategy and messaging to be put in place which will enable those more favourably disposed to the benefits brought by migration to put their cases more clearly.
- Perhaps the most significant change this year has been engagement with Bright Blue, giving the opportunity to support new thinking on migration in the Conservative Party. If we are to have positive change, options must be available to parties across the political spectrum and this partnership complements those we have with think tanks from the other main parties of Government.
- Good progress has been made with supporting communities and empowering vulnerable groups, as outlined above. At a systematic level, progress has been made with enabling better coordination of messaging and communications work among front-line organizations. There is a spectrum of organizations working at the front-line, many of which lack capacity and some of which disagree with each other. An aim of the Changing Minds collaborative has been to support a common approach to achieve convergence of messaging among these groups. This has been

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challenging work: while a number of organisations have dedicated communications staff, understandably the focus of many organizations is to maintain awareness of their own work, sometimes at the expense of messages that will support progress on migration issues overall. The development and testing of messages by British Future and the appointment of a high level communications coordinator to help front-line organisations develop joint approaches and communications plans has put foundations in place for better joint working. An example of a successful joint approach was seen on the day arrival immigration figures were announced, when the media coordinator helped plan out the day's events and coordinate spokespersons from different organizations. As a result, there was wide coverage and comment across national and local print, broadcast and social media.

- The Trust is well placed to pull together a range of players in the migration area with different perspectives and connect the debates on policy and theory with reality on the ground. A particular achievement this year is the Trusts encouragement of **Centre Forum** to share early drafts of its report '*A Place of sanctuary? Creating a fair and efficient asylum system*', for comment with **Detention Action** and the **British Refugee Council**. The Trust steered **Bright Blue** to include **Migrant Rights Network**, **British Future** and **Migrant Voice** in its roundtables on developing a centre right approach to immigration. This brought these organisations around the table as a countering voice to Migration Watch and others more traditionally associated with Conservative thinking.
- In the area of detention it appears hopeful that the support of Trust and others of this work over many years is beginning to come to fruition. Sarah Teather's inquiry into a time limit on detention, and the associated Citizens UK and City of Sanctuary pickup of the issue of indefinite detention up as a key concern give a real prospect of progress on the introduction of a time limit to immigration detention. **Women for Refugee Women** were active at the End Sexual Violence in Conflict Summit and had Juliet Stevenson and David Beames read their testimony play, "I Am Here", which highlighted the experiences of a woman who fled rape and torture in eastern Congo and was detained in the UK.
- The heightened focus on immigration was apparent in this year's **Party Conference** season. While in recent years more-or-less the only events at conference have been those sponsored by the Trust, in the autumn round each of the major conferences had several. Those supported by the Trust – most significantly those of British Future and Bright Blue – attracted capacity crowds and had lively debates. While the negativity of much media and private comment continues, it is clear that the development of better policy, and continuation of Changing Minds work is crucial if we are to facilitate development of migration policy that is fair both to migrants and host communities.
- At the international level, the **Cities of Migration** project, the Canadian initiative to source and validate case studies on good integration practice, has continued to be active. Its website contains over 100 examples drawn from across the globe. Examples from the UK include Operation Black Vote, the mapping of maternity services in Birmingham and peer mentoring in Aston. It held a successful global conference in Berlin in the summer, and runs regular Webinars to share learning.

Strategic Objective 3 – Resources and Resilience

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Resources and Resilience	£
Projects and campaigns	622,620
Research and partnerships	200,500
Total	823,120

Principal Achievements:

- This year has seen some real successes as the programme of work develops, is refined and matures. **Share Action's** Charities Responsible Investment Network, of which the Trust is a founder member, has been coordinating a campaign of letter writing, meetings and questions at shareholders meetings to put pressure on companies to pay the Living Wage and adopt other ethical practices. Eighteen FTSE100 companies are now Living Wage employers.
- The programme is becoming tighter as the strategy progresses. As can be seen from the first section of this report, the very high level policy work such as New Era Economics is coming to an end, but we are targeting groups in particular need, and there is a consolidation of work relating to high and low pay and to sustainable local economics, bringing together ideas such as local banking, community reinvestment, social value and creating value through local economic systems. There are still individual strands that need to be drawn together or brought to an end, such as fuel poverty. An emerging cluster of work relates to inclusion of people within the democratic process – the Trust supported the recovery of **Operation Black Vote** which should secure its work in future, and has been working with a new potential grantee, **Bite the Ballot**, and given that this is a critical time in the political cycle this is a short term piece of work to be taken through into 2015-16.
- The Foundations have been laid for useful learning, particularly from the cluster of community-led change projects and from the support to time banks from Small Change. The **New Economics Foundation** is gathering and sharing learning from previous projects.
- A concrete achievement is that **Birmingham Community Law Centre** under the stewardship of Coventry Law Centre has been in operation for a year under its new modus operandi. Given that Birmingham Law Centre had gone into administration in 2013 this is a real milestone. Remaining with the advice sector, the Trust has supported the **Greater Birmingham Advice Service (GBAS)** to develop its infrastructure. Advice provision in Birmingham has not only suffered hugely with the 2013 legal aid cuts it has been a fragmented and disconnected landscape. Birmingham CAB has hosted **GBAS** which is well on the way to being a co-ordinated and proactive body of advice providers. This cannot compensate for the void left by the changes to legal aid but it is a strong example of how organisations can create new ways of working together.
- The **Birmingham and Solihull Social Economy Consortium (BSSEC)** has been working with Birmingham City Council (BCC) and others to bring Social Value legislation into the local procurement and supply chains. The Birmingham Business Charter for Social Responsibility has been launched by BCC and aims to boost the local economy through having a local supply chain, creating local jobs and implementing the Living Wage. **BSSEC** and **Localise West Midlands** have been very involved in this directly and supporting local organisations to engage.

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- **Localise West Midlands** have also engaged with Right Care Right Here (RCRH) a partnership between the NHS, Birmingham and Sandwell local authorities. A new specialist hospital is being built and Localise West Midlands has been instrumental in RCRH looking at how the hospital can 'localise prosperity' through increasing economic benefits through local business procurement and local employment.

Cross-Cutting Themes and Promoting Philanthropy

Philanthropy, Cross-Cutting and other	£
Philanthropy	222,578
Cross-cutting	267,778
Other	3,849
Total	494,205

In addition to our three main programmes we earmarked a modest budget for related areas of work:

We top-sliced some funding for work which cuts across our programmes but which trustees consider key to our mission.

- In line with our commitment to promoting human rights and equalities, we continued our involvement in the Thomas Paine Initiative, a pooled fund for increasing awareness of human rights in the UK and maintained our support for the Parliamentary Human Rights Trust (APPG). We supported Full Fact's checking service (£50,000) which challenges so-called 'facts' quoted in the media and policy arena and we supported a feasibility study at Tonic Housing (£10,000) into an eldercare housing development for the LGBT community.

Secondly, we earmarked some funding to support the promotion of philanthropy.

- Of particular note this year were contributions to Philanthropy Impact (£15,000) for a study of UK wealth advisors and a further grant to Ethex (£75,000) to improve its ethical trading platform.

Strategic Objective 4: Using all the Trust's assets

Principal Achievements:

- The investment portfolio, valued at £82.6 million at 31st March 2015, is managed by Sarasin and Partners whose performance is monitored through quarterly reports and regular meetings with the Investment Manager.
- Sarasin & Partners screen investments for negative exclusions.
- Sarasin & Partners vote on behalf of the Trust and Fund on environmental, social and governance issues.

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- The Trust is a founder member of the Charity Responsible Investment Network which is facilitated by ShareAction. Through this vehicle we are increasing our shareholder activism.
- The Trust transferred its main bank accounts to Triodos Bank, a bank with high ethical ranking.
- New social investments agreed in 2014-15 were:
 - £85,000 in Allia Bond Services to develop the retail Charity Bond platform
 - £10,000 bridging loan to Migrant Voice to cover cash flow shortage while awaiting an EC grant.
 - £100,000 in Fair Chance – Rewriting Futures, a social impact bond addressing homelessness in the West Midlands.
- Staff and trustees of the Trust are involved on the Boards of four of the existing social investments.
- Staff are playing an active part in social investment development, including:
 - Regular attendance at the Social Impact Investors Group and participation on its steering group.
 - Participation on the Cabinet Office Social Investment Foundations Reference Group.
 - Hosting a four day visit of European Foundations under the Tiepolo programme and a visit by a French Foundation interested in social investment.
 - Chairing a session on Development Impact Bonds at the Convergences conference in Paris.
- British Future and the Centre for Justice Innovation have occupied a dozen desks in our offices over the course of 2014-15 free of charge. The work of both these new organizations is closely aligned with our own and the Trust played a key role in creating British Future. The estimated share of rent and other costs is £114,779.
- The Trust's meeting rooms were used by a variety of our partners and other sector colleagues throughout the year, again without charge, creating more 'mission value' from our central London venue. The meeting rooms were used by external organizations for an average of 105 hours per month. The estimated share of rent and other costs is £22,271.
- The Trust uses its convening power to bring together organisations and people for briefings, roundtables, learning events, cultural exchange and the spread of new practice. Examples in the year include a roundtable of funders to hear a presentation from Pro Bono Economics.
- The Trust's staff and trustees see the intellectual capital of the Trust as a resource for promoting our mission. We therefore accept a large number of invitations to speak at or chair events in our areas of expertise. During the year these have included: social investment, ethical investment, voluntary sector archives, sustainable cities, equalities issues, community resilience, strategic and family philanthropy, third sector research, payment by results, migration, impact measurement and VCS infrastructure. Senior staff also serve on a significant number of Boards and working groups relevant to our mission.

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- During the year, the Trust's archivist completed his work on our archive is now available in the new Birmingham library building. This has the potential to be a valuable resource for several key audiences i.e. social historians, Birmingham's VCS and people interested in philanthropy.

Strategic Objective 5 – Fit for Purpose Organisation

Principal Achievements:

- Completed inductions of the two new trustees with visits to funded groups and time spent with various staff team members.
- Convened a new governance Task and Finish Group to consider future board composition and succession issues as well as future spending approach.
- Consequently adopted a strategy for refreshing the board in the short term and a budget approach for the next strategic period (2016-21). An investment industry specialist was also co-opted formally onto the Investment Management Committee.
- Review of HR policies completed and updated.
- Investment Management Committee meetings now have an external speaker, usually to present the work of one of our social investment projects.
- Moved £4.0M of our equity portfolio to hold in cash in case of a market drop while the Trust is spending capital as well as income.
- Appointed IVAR to undertake an external review of the Trust's work and help us integrate learning into next strategic review.
- Involvement at all three major party political conferences with a variety of partners. Commissioned and developed short animation on the Trust's approach, which has so far been well received.
- Moved from a twice yearly old fashioned newsletter to a fortnightly '5 minute round up'.
- Participation in the charity sector's response to the Anti-Lobbying Bill and acted as 'banker' for the Commission which was set up to challenge it.
- Increased the mission value of our premises through broader use by partners.
- Undertook initial work on the use of the living wage in our supply chains.
- Fully implemented Salesforce in 2014, a major piece of work and significant achievement leading to greater efficiency for the Trust and its funded partners.

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Learning and development

The Trust aims to learn from everything it does, develop its people so they are equipped to pursue its mission and share learning in a two-way process with our funded and other partners. During the year trustees had issue-specific workshops relating to all our programmes and visited some of our funded projects. We are in the iterative process of developing a more sophisticated approach to evaluating our work and achievements and are committed to helping our partners do the same. We actively encourage staff to play an active role in civic life and to stretch themselves into new areas of learning.

During the year we funded or undertook a number of additional learning activities:

Internal:

- Offered a range of learning opportunities at Trustee meetings including external speakers and facilitated strategy sessions.
- Kept trustees 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.
- Kept trustees 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).
- Ensured individual learning plans were in place for all staff.
- Gave opportunities to 'back office' staff to visit funded projects, attend programme-related events and meet counterparts in other trusts.

External:

- Participated in the Social Impact Investment Group of trusts and foundations.
- Participated in the Early Action Task Force convened by Community Links and established an early action funders alliance.
- Brought networks of funded partners together to learn from each other on all our funded programmes.
- Continued to convene learning networks across our programmes, notably chairing European Foundation Centre's Diversity, Migration and Integration Interest Group (DMIIG).
- Hosted seminars to disseminate, promote and discuss various research publications supported with our funding (e.g. Transatlantic Trends, T2A publications and community resilience research).

Financial review

The income for the group was £2,599,000 (2014 - £2,791,000) and total resources expended were £4,877,000 (2014 - £4,856,000), resulting in net outgoing resources of £2,278,000 (2014 - £2,065,000).

As in previous years there are net outgoing resources. This is in line with the strategic decision by the Trustees to spend counter-cyclically, with expenditure exceeding income, in the near term. The Trustees keep the long term effect of this under review.

There were investment gains of £8,156,000 (2014 – £4,288,000), resulting in an overall increase in funds for the period of £5,878,000 (2014 – £2,223,000). Net assets at the 31st March 2015 were £86,061,000, a 7.3% increase from the opening balance of £80,183,000.

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The total spend for the group on Social Justice and Grant-making during the period was £4,444,000 (2014 - £4,414,000).

As the group's funds are held as expendable endowment, the Trustees do not operate a reserves policy, but manage the balance between short and long term financial objectives through their grant making and investment policies. Designated funds represent funds committed to social investments and amounts set aside for specific pieces of work. There are some restricted funds which we have received from other organisations for specific pieces of work.

Investment policy and performance

The investments of the Trust and Fund have been managed since 2008 by Sarasin & Partners in accordance with the terms and conditions of a formal asset management agreement. This is overseen by the Investment Management Committee, a sub-group of the Trustee Board, which meets regularly to monitor the performance.

During 2014/15, Sarasin & Partners achieved a total return (i.e. both investment income and capital growth) of 14.0% on the investment portfolio. In order to ameliorate the risk of currency fluctuations there are forward currency transactions amounting to approximately 50% of the value of the investments held in foreign currency.

The investment policy 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.
- Investing in programme related enterprises which aim to produce social as well as financial returns, but may produce lower financial returns for the associated risk.
- Strategic decisions to spend capital as well as income in order to achieve the strategic objectives.

The Trust and Fund avoid investments in companies which are associated with human rights violations or engage in activities that cause social harm. Specifically the Trust and Fund avoid investments in companies which are materially involved in the production or sale of armaments, tobacco, alcohol, gambling or pornography. The Trust and Fund will not hold any government bonds in countries with high military expenditure.

The Trust also aims to actively engage with the investee companies, both directly and through its investment managers, to try and improve company practice. We recognise that working with other investors will increase the impact of such engagement and are an active member of the Charity Responsible Investment Network, facilitated by Share Action, and the Church Investors Group.

The Investment Management Committee reviews the investments regularly to ensure that the ethical criteria are adhered to.

The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015

Social Investment

Since 2010 we have used part of the endowment to invest in programme related investments in charities and social enterprises, aiming to achieve both a social impact and a financial return with the funds. We committed to three new investments during 2014/15 with a value of £195,000 with the aim of building a varied portfolio which will both further our programme aims and develop the social investment market. In each case, systems are in place for capturing social impact.

Programme related investment	Original investment commitment £	Actual investment at 31 March 2015 £
Peterborough Social Impact Bond	100,000	69,174
Social Justice & Human Rights Centre Ltd	700,000	600,000
Ethex	50,000	50,000
Bristol Together	200,000	200,000
Big Issue Invest Social Enterprise Investment Fund	240,385	204,883
Energise Innovation Ltd	144,000	63,298
T&T Innovation Ltd	56,000	24,772
Children Support Services Ltd	200,000	103,871
Golden Lane Housing	250,000	180,000
Midlands Together	205,000	205,000
Social Venture Fund	250,000	51,867
PRISM Fund	250,000	-
Community Share Underwriting Fund	200,000	100,000
Allia Bond Services	85,000	-
Migrant Voice	10,000	10,000
Fair Chance Fund – Rewriting Futures Ltd	100,000	66,667
Total	3,040,385	1,929,532
Less: Provisions for impairments		(50,000)
Balance per accounts		1,879,532

Plans for future periods

The coming year will see the implementation of the final year of the Strategic Plan 2013-16. An Operational Plan for the year 2015-16 is in place, the outline objectives of which are shown below against the Trust's five Strategic Objectives.

**The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015**

Strategic Objective 1: Criminal Justice

In 2015/16 we will:

- Support the ongoing development and full establishment of the T2A Pathway projects, and the associated evaluation, as the central priority that will support much of the T2A programme's activities.
- Develop further the focuses on gender and race throughout T2A's work (including the next phase of work following the Young Review), support the dissemination and impact of initial projects that will come to fruition in the year ahead, and seek to embed a race and justice perspective in the approaches of T2A Alliance members, Pathway projects and partners.
- Continue to develop projects that support the implementation of T2A policy by criminal justice policy-makers and professionals, and work with professional bodies to disseminate T2A research findings.
- Review the approach to grassroots funding in Birmingham and the Black Country in tandem with the work of the Trust's external evaluators.
- Review and refresh T2A's communications and public affairs strategy, including a new T2A website, particularly in the period following the general election.
- Support AGENDA: For Women and Girls, and assist in its new focus on earlier intervention.
- Continue to support the Preventing Child Sexual Exploitation Funders' Alliance particularly the evaluation of youth participation, and the work of the dissemination sub-group.

Strategic Objective 2: Migration

In 2015/16 we will:

- Continue to support the development and articulation of progressive policies that will work for the main parties in parliament. This may not necessarily mean additional funding, but could be convening, following up on previous publications, or forging relationships between organisations.
- Explore what additional support can be provided to front-line organisations in Birmingham and the Black Country to enable them to capture their learning and influence policy.
- Continue to be an active participant in current funder partnerships: Changing Minds, EPIM and DMIIG. Support the first two with implementation of their new strategies, to influence policy and the development of resources and capacity to enable a more positive public debate on immigration.
- Consolidate and draw learning from newer areas of work, in particular the prevention of destitution and homelessness.

**The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015**

Strategic Objective 3: Resources and Resilience

In 2015/16 we will:

- Continue to develop and consolidate the areas of national policy and local practice work already established so that by the end of the current strategic period it is clear how Trustees can further focus the programme, should they wish to do so.
- Gather learning from the cluster of community-led change projects in a form that can be shared at the local and national level. This is likely to include convening meetings between local groups as well as more formal evaluation of the merits of the various different models funded.
- Identify opportunities to promote engagement of those further from power in the democratic process through the awarding of grants to organisations seeking to develop democratic leadership and increase voter awareness.
- Further develop strategic relationships at the local and national level. This may include making links with an appropriate APPG(s), renewing ties with senior people in Birmingham, and identifying networks that the Trust can productively join in Birmingham and the Black Country.
- Review whether a stronger focus on community integration can usefully be built in to the Community strand of the programme, including whether this would add value or dilute the work.
- Carry out an informal evaluation of the Small Change programme, identifying its benefits and costs, and considering whether elements of it can usefully be taken forward into the next strategic period.

Strategic Objective 4: Using all our assets

In 2015/16 we will:

- Continue the interrogative oversight of the investment portfolio.
- Capture improved data on the use of our meeting space and increasing incidental use of the meeting rooms by partners.
- Continue the use of our staff's expertise to benefit the broader sector where appropriate.
- Advance plans for the use of the archive of the Trust with possible special themed initiatives such as lectures or exhibitions.
- Continue to develop a responsible investment approach, including increased investigation into our own portfolio.
- Make further social investment in Birmingham and the Black Country, in particular provision at the lower end of the scale (less than £50,000) if suitable opportunities arise.
- Evaluate the financial and social performance of the social investment portfolio.

**The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015**

Strategic Objective 5: Fit for purpose organisation

In 2015/16 we will:

- Conduct a review of the operational functions of the Trust, taking account of the changes to our governance model and the introduction of Salesforce.
- Continue the direction of travel in focusing more attention at board level on the impact of our work, rather than our activities.
- Ensure that as much dissemination value is derived from the findings of funded work as possible.
- Develop and improve our approach to creating synergy between policy, research and grass roots work on funding programmes.
- Continue to act as a mouthpiece where appropriate, especially on infrastructure, leadership, strategic philanthropy, social/responsible investment and equalities issues.
- Continue to position the Barrow Cadbury Trust as a social justice innovator and catalytic supporter of socially just change.
- Continue to engage in and promote responsible investment and consider 'Divest Invest' as an approach to investing or not in fossil fuels.
- Promote the Living Wage through creating an internship post in Birmingham and through engagement in the Living Wage Funders Initiative.
- Ensure our website and social media presence are fit for purpose to further our impact and models of working.

Investment

In 2014-15 we will:

- Ensure the management of the investment portfolio is of a high standard and produces the required returns.
- Monitor long term projections of the endowment ensuring trustees are able to make informed decisions.
- Ensure investments held do not contravene the Trust's ethical policy through negative screening and discussions with investment manager.
- Actively engage with investee companies.

**The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015**

Strengthening the voluntary and community sector

In 2015/16 we will continue to spend more than our income given the difficult financial context in which the sector is operating. We aim to strengthen the capacity of our funded partners where we can and will continue to use our convening power and act as an 'honest broker' in the sector. We will continue our dialogue with key infrastructure organisations in order both to learn from them and to support them as they develop their strategic thinking. Specifically we will assist NAVCA and NCVO with follow up initiatives to the Local Infrastructure Commission report.

Cross cutting work

Because our programmes have a considerable degree of focus, we can sometimes find ourselves wanting to fund something we see as core to our vision and mission but does not closely fit the criteria of one funding programme. For this reason we will continue to set aside some budget for work which cuts across programmes but which we see as essential. This will include work on human rights, gender and other equalities issues as well as supporting and enabling key leaders and networks to function productively

Funder collaboration

Working collaboratively with other trusts and foundations enables us to represent our views on charity law and philanthropy to government. To this end we will be active members of the Association of Charitable Funders and the European Foundation Centre in the year ahead. In order to deepen our understanding and improve our practice, we will collaborate with other funders on social investment, evaluation, pooled funds and a range of matters related to our programmes.

Governance and strategy

In the year ahead we will complete the recruitment and induction of at least two new non-family trustees and conduct an initial Next Generation day for prospective future family trustees.

Statement of Trustees' responsibilities

The trustees (who are also directors of The Barrow Cadbury Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31st March 2015

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

The trustees' report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees and signed on their behalf by:

Helen Cadbury, Chair
11th July 2015

The Barrow Cadbury Trust (a company limited by guarantee)

Independent Auditors' report for the year ended 31st March 2015

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF THE BARROW CADBURY TRUST

We have audited the financial statements of The Barrow Cadbury Trust for the year ended 31st March 2015 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees', the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

The Barrow Cadbury Trust (a company limited by guarantee)

Independent Auditors' report for the year ended 31st March 2015

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees' for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

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

Catherine Sayer (Senior statutory auditor)

15 July 2015

for and on behalf of Sayer Vincent LLP, Statutory Auditors

Invicta House, 108-114 Golden lane, London, EC1Y 0TL

Sayer Vincent LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

The Barrow Cadbury Trust (a company limited by guarantee)
Consolidated statement of financial activities for the year ended 31st March 2015
(incorporating an income and expenditure account)

	Note	Unrestricted funds 2015 £'000	Restricted funds 2015 £'000	Total funds 2015 £'000	Total funds 2014 £'000
Incoming resources					
Incoming resources from generated funds					
Investment income	2	2,544	-	2,544	2,604
Other income	3	-	55	55	187
Total incoming resources		<u>2,544</u>	<u>55</u>	<u>2,599</u>	<u>2,791</u>
Resources expended					
Cost of generating funds					
Investment managers' costs		<u>367</u>	<u>-</u>	<u>367</u>	<u>370</u>
Charitable activities					
Social justice and grant making					
Criminal justice		1,320	30	1,350	1,167
Migration		1,123	45	1,168	1,291
Resources & resilience		1,101	-	1,101	1,051
Philanthropy, crosscutting & other		643	45	688	756
Voluntary sector – use of premises		137	-	137	149
	6	<u>4,324</u>	<u>120</u>	<u>4,444</u>	<u>4,414</u>
Governance costs	7	66	-	66	72
Total resources expended		<u>4,757</u>	<u>120</u>	<u>4,877</u>	<u>4,856</u>
Net outgoing resources before investment gains and losses	4	(2,213)	(65)	(2,278)	(2,065)
Investment gains		<u>8,156</u>	<u>-</u>	<u>8,156</u>	<u>4,288</u>
Net movement in funds		<u>5,943</u>	<u>(65)</u>	<u>5,878</u>	<u>2,223</u>
Fund balances brought forward		79,911	272	80,183	77,960
Fund balances carried forward		<u>85,854</u>	<u>207</u>	<u>86,061</u>	<u>80,183</u>

All the above results are derived from continuing activities.

All recognised gains and losses in the current and prior year are included in the statement of financial activities.

The Barrow Cadbury Trust (a company limited by guarantee)

Company number: 5836950

Balance sheet at 31st March 2015

	Notes	Group		Charity	
		2015	2014	2015	2014
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	11	27	35	27	35
Investments	12	82,605	80,731	71,855	70,627
Programme related investments	13	1,880	1,928	1,825	1,873
		<u>84,512</u>	<u>82,694</u>	<u>73,707</u>	<u>72,535</u>
Current assets					
Debtors due within one year	14	477	428	552	804
Short term deposits		3,558	56	3,558	56
Cash at bank and in hand		1,023	356	977	331
		<u>5,058</u>	<u>840</u>	<u>5,087</u>	<u>1,191</u>
Liabilities					
Creditors: amounts falling due within one year	15	(2,691)	(2,664)	(2,605)	(2,534)
Net current assets/(liabilities)		<u>2,367</u>	<u>(1,824)</u>	<u>2,482</u>	<u>(1,343)</u>
Total assets less current liabilities		86,879	80,870	76,189	71,192
Creditors: amounts falling due after more than one year	16	(818)	(687)	(818)	(678)
Net assets		<u>86,061</u>	<u>80,183</u>	<u>75,371</u>	<u>70,514</u>
The funds of the charity					
17					
Unrestricted funds					
Expendable endowment funds		72,305	67,439	72,305	67,439
Designated funds	18	2,859	2,803	2,859	2,803
		<u>75,164</u>	<u>70,242</u>	<u>75,164</u>	<u>70,242</u>
Restricted funds	19	207	272	207	272
Funds retained within a non-charity subsidiary (The Barrow Cadbury Fund)					
Profit and loss account	22	8,711	8,474	-	-
Designated Funds	18	98	-	-	-
Revaluation reserve		1,881	1,195	-	-
Total charity funds	20	<u>86,061</u>	<u>80,183</u>	<u>75,371</u>	<u>70,514</u>

The financial statements were approved by the Trustees on 11th July 2015 and signed on their behalf by:

Helen Cadbury
Chair

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

1. Accounting policies

(a) Basis of preparation

The accounts have been prepared under the historical cost convention, as modified by the inclusion of investments at market value, and in accordance with the requirements of the Companies Act 2006 and the Charities Act 1993 and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005).

The statement of financial activities and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking, the Barrow Cadbury Fund. The results of the subsidiary are consolidated on a line by line basis. Further details of the subsidiary are given in note 22.

In accordance with S.408 of the Companies Act 2006 the parent company is exempt from the requirement to produce its own profit and loss account. The total incoming resources for the parent charitable company for the year were £2,409,000 (2014 - £2,897,000) and the surplus for the parent charitable company, including investment gains, was £4,858,000 (2014 - £2,103,000).

(b) Incoming resources

Incoming resources are recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Interest is fully accrued at the balance sheet date. Dividends are recognised when they are declared.

(c) Resources expended and the basis of apportioning costs.

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Resources expended comprise the following:

- i) The costs of generating funds include the fees paid to investment managers in connection with the management of the charity's listed investments.
- ii) Grants payable are included in the statement of financial activities when approved and when the intended recipient has either received the funds or been informed of the decision to make the grant.
- iii) Direct staff costs allocated to the main programmes.
- iv) Support costs represent indirect charitable expenditure on staff costs and office overheads in order to carry out the grant making activities of the charity. Expenditure is allocated to the main programmes based on the time spent by employees in processing and monitoring grants.
- v) Governance costs comprise the costs incurred which are directly attributable to the management of the charity's assets, organisational procedures and the necessary legal procedures for compliance with statutory requirements.

(d) Tangible fixed assets

Tangible fixed assets with a cost of greater than £1,000 are capitalised and depreciated at the following annual rates in order to write them off over their estimated useful lives:

Leasehold improvements - Straight line over the life of the lease

Fixtures and fittings - 33% per annum based on cost

Computer and similar equipment - 33% per annum based on cost

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

(e) Fixed asset investments

Investments are included in the accounts at their market value as at the balance sheet date. Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the period in which they arise.

Programme related investments are valued at cost less any impairment.

(f) Fund accounting

Unrestricted funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects. These include expendable endowment funds which comprise the Trust's capital fund, the income from which, together with capital sums approved by the trustees, may be applied for any purpose within the charity's objects.

Designated funds represent amounts that have been earmarked to fund specific activities that contribute to the achievement of the charity's objectives.

Restricted funds represent funds received from other organisations for specific projects.

(g) Cash flow

The accounts do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1 "Cash flow statements".

(h) Leased assets

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

(i) Pension scheme

The Trust operates a money purchase pension scheme for eligible employees. Contributions are charged to the statement of financial activities in the year in which they are payable.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

2. Investment income and interest receivable

	2015	2014
	£ '000	£ '000
Income from listed investments	2,460	2,562
Interest receivable	5	1
Income from social investments	79	41
Total	2,544	2,604

3. Other income

Other income represents grants and donations from other charitable foundations for specific activities.

4. Net outgoing resources for the year

	2015	2014
	£ '000	£ '000
Net outgoing resources for the year is stated after charging:		
Auditors' remuneration		
Group – for audit	13	13
(of which the charity amounts to)	12	11
Group – for other services	2	1
Depreciation of tangible fixed assets	13	15
Rentals payable under operating leases	166	166
Trustee professional indemnity insurance	1	1
Trustee meeting and travelling expenses	16	15

5. Grants payable by the charity

The number of grants approved during the year were as follows:

	2015	2014
Programme	Number	Number
Criminal justice	29	24
Migration	24	28
Poverty and inclusion	38	45
Other	25	25
Total	116	122

All of the grants made by the Trust were for institutions, none were for individuals. Further details about the individual programmes are included in the Trustees' report and on the Trust's website www.barrowcadbury.org.uk.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

6. Social justice and grant making

	Criminal Justice	Migration	Resources & resilience	Philan- thropy & other	Voluntary sector – use of premises	Total 2015	Total 2014
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Direct costs</u>							
Projects & campaigns	747	576	623	403	-	2,349	2,131
Research & partnerships	275	319	201	91	-	886	1,013
Direct staff and property costs	135	114	118	60	115	542	569
	1,157	1,009	942	554	115	3,777	3,713
<u>Support costs</u>							
Management & administrative staff	113	93	93	78	13	390	394
Property	41	34	34	29	5	143	153
Other support costs	39	32	32	27	4	134	154
2015	1,350	1,168	1,101	688	137	4,444	4,414
2014	1,167	1,291	1,051	756	149	4,414	

7. Governance costs

For the group	2015	2014
	£ '000	£ '000
Staff costs	29	40
Auditors' remuneration		
For audit services	15	15
For other services	2	1
Trustee meeting and travelling expenses	16	15
Legal and professional costs	4	1
Total	66	72

8. Staff numbers and costs

Staff costs during the year were:

	2015	2014
	£ '000	£ '000
Wages and salaries	628	623
Social security costs	70	72
Other pension costs	61	58
Total	759	753

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

The average number of employees during the year, on a full time equivalent basis, was:

	2015	2014
Social justice and grant making	9.0	8.0
Support	3.7	4.5
Governance	0.3	0.5
Total	<u>13.0</u>	<u>13.0</u>

The number of employees whose emoluments for the year were above £60,000 fell within the following ranges:

	2015	2014
£70,001 - £80,000	2	2
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-

Employer pension contributions for the above staff totalled £25,400 (2014 - £25,056)

9. Trustee remuneration and costs

None of the trustees received any remuneration for their services during the year (2014 - nil).

During the year travel expenses amounting to £10,809 (2014 - £7,553) were reimbursed to, or paid on behalf of, 10 trustees (2014 – 8).

10. Taxation

Barrow Cadbury Trust is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities.

11. Tangible fixed assets

For charity and group	Leasehold improvements	Fixtures, fittings & equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 st April 2014	65	90	22	177
Additions	-	3	2	5
Disposals	-		(12)	(12)
At 31 st March 2015	<u>65</u>	<u>93</u>	<u>12</u>	<u>170</u>
Depreciation				
At 1 st April 2014	41	82	19	142
Charge for year	6	4	3	13
Disposals			(12)	(12)
At 31 st March 2015	<u>47</u>	<u>86</u>	<u>10</u>	<u>143</u>
Net book values				
At 31 st March 2015	<u>18</u>	<u>7</u>	<u>2</u>	<u>27</u>
At 1 st April 2014	<u>24</u>	<u>7</u>	<u>4</u>	<u>35</u>

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31st March 2015

12. Investments

	Group		Charity	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Investments at market value				
Market value at 1 st April 2014	78,356	77,535	68,598	68,148
Additions at cost	24,271	26,014	21,285	22,755
Disposal proceeds	(29,278)	(28,604)	(25,996)	(25,296)
Net investment gains/(losses)	7,924	3,411	6,923	2,991
Market value at 31 st March 2015	81,273	78,356	70,810	68,598
Cash held by investment managers	1,332	2,375	1,045	2,029
	82,605	80,731	71,855	70,627
Cost of investments	68,116	70,849	59,247	61,938
Investments comprise the following:				
Fixed interest	9,953	9,212	8,641	8,077
UK equities	24,143	25,393	21,030	22,250
Global equities	36,705	33,051	31,953	28,940
Property	6,487	7,291	5,698	6,342
Alternative assets	4,002	3,262	3,503	2,860
Forward exchange contracts	(17)	147	(15)	129
Liquid assets	1,332	2,375	1,045	2,029
	82,605	80,731	71,855	70,627

Included in the investment valuation are forward exchange contracts entered into to ameliorate the risk of any currency fluctuations.

No single investment comprised more than 5% of the total investment portfolio.

13. Programme related investments

	Group		Charity	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Investments at cost				
Cost less impairments at 1 st April 2014	1,928	1,166	1,873	1,111
Additions at cost	227	855	227	855
Impairments	-	(50)	-	(50)
Disposals and repayments	(275)	(43)	(275)	(43)
Cost less impairments at 31 st March 2015	1,880	1,928	1,825	1,873
Investments comprise the following:				
Equities	573	558	573	558
Debt	1,050	1,122	995	1,067
Limited partnership	257	248	257	248
Total	1,880	1,928	1,825	1,873

The Barrow Cadbury Trust (a company limited by guarantee)
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The Trustees have agreed specific programme related investments of £2,942,885. Of this total there is £793,421 remaining to be invested.

The programme related investments are listed in the annual report attached to these accounts.

14. Debtors

	Group		Charity	
	2015	2014	2015	2014
Due within one year	£'000	£'000	£'000	£'000
Dividends and interest receivable	384	335	334	292
Prepayments	82	84	82	84
Amount due from the Barrow Cadbury Fund	-	-	125	419
Other debtors	11	9	11	9
	<u>477</u>	<u>428</u>	<u>552</u>	<u>804</u>

15. Creditors: amounts falling due within one year

	Group		Charity	
	2015	2014	2015	2014
	£'000	£'000	£'000	£'000
Trade creditors	33	41	33	41
Grants payable	2,452	2,421	2,390	2,307
Social security and other taxes	20	18	20	18
Accruals	174	180	158	165
Other creditors	12	4	12	3
	<u>2,691</u>	<u>2,664</u>	<u>2,613</u>	<u>2,534</u>

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

	Group		Charity	
	2015	2014	2015	2014
	£'000	£'000	£'000	£'000
Grants payable	<u>818</u>	<u>687</u>	<u>818</u>	<u>678</u>

The Barrow Cadbury Trust (a company limited by guarantee)
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17. Analysis of charitable funds

	At 1 April 2014	Gains, losses & transfers	At 31 March 2015
	£'000	£'000	£'000
Unrestricted funds			
Endowment funds	67,439	4,866	72,305
Designated funds	2,803	56	2,859
Restricted funds	272	(65)	207
Total funds of the parent charity	<u>70,514</u>	<u>4,857</u>	<u>75,371</u>
Funds retained within a non-charity subsidiary (The Barrow Cadbury Fund)			
Profit & Loss account	8,474	237	8,711
Designated funds	-	98	98
Revaluation reserve	1,195	686	1,881
Total funds of the group	<u>80,183</u>	<u>5,878</u>	<u>86,061</u>

The Trust's capital fund was originally settled as expendable endowment. The trustees can apply both income and capital for any purpose within the charity's objects.

Restricted funds represent amounts received from other organisations for specific projects. These are detailed in note 19.

18. Designated Funds

Designated Funds represent funds which the trustees have agreed to invest in programme related investments, including amounts committed but not yet invested (see note 13), and funds which have been allocated to specific programme work.

Designated Funds	2015	2014
	£'000	£'000
Programme related investments (invested)	1,880	1,978
Programme related investments (outstanding commitments)	793	825
Funds allocated to specific programme work – parent company	186	-
Funds allocated to specific programme work in subsidiary company	98	-
Total	<u>2,957</u>	<u>2,803</u>

19. Restricted Funds

Restricted Funds represent amounts received from other organisations for specific projects. These are:

Restricted Funds	At 1 April 2014	Incoming resources	Outgoing resources	At 31 March 2015
	£'000	£'000	£'000	£'000
Changing Minds (Migration programme)	248	-	(45)	203
Foundation study (Inventive Foundations)	18	5	(23)	-
Civil Society Commission	6	2	(4)	4
St Sarkis	-	30	(30)	-
Other	-	18	(18)	-
Total	<u>272</u>	<u>55</u>	<u>(120)</u>	<u>207</u>

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Notes to the accounts for the year ended 31st March 2015

20. Analysis of net assets between funds

Fund balances at 31st March 2015 are represented by:

	Unrestricted funds			Restricted funds	Total
	Endowment	Designated	Within subsidiary		
	£'000	£'000	£'000	£'000	£'000
Tangible assets	27	-	-	-	27
Investments	70,821	1,034	10,750	-	82,605
Programme related investments	-	1,825	55	-	1,880
Current assets	4,763	-	88	207	5,058
Current liabilities	(2,488)	-	(203)	-	(2,691)
Creditors greater than one year	(818)	-	-	-	(818)
Net assets	<u>72,305</u>	<u>2,859</u>	<u>10,690</u>	<u>207</u>	<u>86,061</u>

21. Commitments

Grants are fully accrued for once they have been approved and the grantee informed. As noted in note 13 there are commitments relating to programme related investments of £793,421 (2014 - £824,726).

Annual commitments under non-cancellable operating leases at 31st March 2015 were as follows:

	2015	2014
	£'000	£'000
Rental commitments which expire in one to five years	<u>177</u>	<u>177</u>

22. Subsidiary company

The Barrow Cadbury Trust is the parent company of the Barrow Cadbury Fund, a company registered in England and Wales, registered company number 503137. This company is engaged in the making of benevolent and other grants and the funding of special initiatives to further social justice objectives where it meets the directors' priorities. A summary of the financial results of the company is shown below.

	2015	2014
	£'000	£'000
Income from fixed asset investments	310	314
Gains on sale of investments	331	748
	<u>641</u>	<u>1,062</u>
Grants and special initiatives	(103)	(217)
Administrative expenses	(83)	(80)
Donation to the Barrow Cadbury Trust	(120)	(420)
Surplus on ordinary activities before taxation	<u>335</u>	<u>345</u>
Statement of total recognised gains and losses		
Surplus on ordinary activities before taxation	335	345
Unrealised (losses)/gains on investments	685	(225)
	<u>1,020</u>	<u>120</u>
Net funds at 31 st March 2015	<u>10,690</u>	<u>9,669</u>

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23. Related party transactions

The Barrow Cadbury Trust and the Barrow Cadbury Fund are administered from the same registered office. The Barrow Cadbury Trust incurs most administrative expenses and is reimbursed by the Barrow Cadbury Fund for its appropriate share of these costs. In addition the Barrow Cadbury Fund made a donation of £120,000 to the Barrow Cadbury Trust during the year.

Trustees and staff serve on the Boards of four of the social investments. Anna Southall, a trustee, is on the Board of Bristol Together. Staff members are on the Boards of the Social Justice and Human Rights Centre Ltd, Energise Innovation Ltd and Social Impact Feeder Ltd (an investment vehicle for the Peterborough Social Impact Bond). None of these appointments are remunerated.

A grant of £36,000 was made to the Clore Social Leadership Programme in April 2012, of which £11,000 was paid during the year. A further grant of £36,000 was awarded in March 2015. Anna Southall is a trustee of the Clore Social Leadership Programme.

Other than those transactions stated above there were no related party transactions during the year.