



The Barrow Cadbury Trust
(A company limited by guarantee)

**Annual report and consolidated financial statements
for the year ended 31 March 2022**

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

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Reference and administrative details for the year ended 31 March 2022

Trustees	Erica Cadbury (Chair) Nicola Cadbury Alice (Millie) Hickinbotham (appointed 23 October 2021) Omar Khan Esther McConnell Catherina Pharoah Tamsin Rupprechter Henry (Harry) Serle John (Jack) Serle Steven Skakel Anna Southall OBE						
Co-optees	Carol Harrison – Investment Management Committee Jan Pethick – Investment Management Committee						
Key management personnel	<table><tr><td>Dame Sara Llewellyn DBE</td><td>Chief Executive</td></tr><tr><td>Deborah Pippard</td><td>Director of Programmes</td></tr><tr><td>Mark O’Kelly</td><td>Director of Finance and Administration and Company Secretary</td></tr></table>	Dame Sara Llewellyn DBE	Chief Executive	Deborah Pippard	Director of Programmes	Mark O’Kelly	Director of Finance and Administration and Company Secretary
Dame Sara Llewellyn DBE	Chief Executive						
Deborah Pippard	Director of Programmes						
Mark O’Kelly	Director of Finance and Administration and Company Secretary						
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 auditor	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 manager	Sarasin & Partners LLP Juxon House, 100 St Paul's Churchyard, London EC4M 8BU						
Solicitors	Russell-Cooke LLP 2 Putney Hill, Putney, London SW15 6AB						

The Barrow Cadbury Trust (a company limited by guarantee)
Trustees' report for the year ended 31 March 2022

The trustees present their statutory report together with the accounts of the Barrow Cadbury Trust (the Trust) for the year ended 31 March 2022. The accounts consolidate the financial statements of the Trust and its subsidiary undertaking, the Barrow Cadbury Fund Limited (the Fund). Comparatives are for the year ended 31 March 2021.

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

The financial statements comply with current statutory requirements, the Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Structure

The Trust was incorporated as a charitable company limited by guarantee on 5 June 2006, and 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. Both the Trust and the Fund are governed by Articles of Association which were reviewed and amended in July 2020.

Trustees

Appointment of trustees

Until 2009, all of the trustees were direct descendants of Barrow and Geraldine Cadbury. The first two non-family members were appointed in 2009. Three non-family trustees served during the past year. 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. Recognising that trusteeship is both service and a privilege, family trustees are required to serve a governance 'apprenticeship' by shadowing a front line organisation's board for a year before applying to join our board. Non-family trustees are recruited and are selected to diversify and 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 on request. There is continuing emphasis on improving capabilities in governance, investment, financial management and communications. There is an annual trustee performance review where additional training requirements are identified and appropriate training is provided. Workshops and site visits are arranged for trustees on relevant matters. In the past year site visits have still not been possible due to the pandemic.

Chief Executive

The day-to-day management is delegated to the Chief Executive of the Trust, Dame Sara Llewellyn DBE.

Governance

The Board has strengthened its role in strategy setting and in the oversight of impact, whilst stepping back from operational management over the last few 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

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documents and is reviewed and updated annually. The Trust welcomes the Charity Governance Code and looks to it for best practice advice.

As an endowed foundation we have become more aware of slavery and labour exploitation in the origins of the wealth of the Cadbury company which contributed to the original endowment of the Trust. We have published several responses to this as we have learned more and are very committed to deepening both our understanding of our history and our work on racial justice. More information can be found on our website and will continue to be updated.

Centenary year 1920-2020

2020 was the centenary year of the establishment of the Trust. Due to the pandemic, our face to face celebrations were put on hold. At the time of this report (July 2022) we still plan to hold the following during the coming 18 months:

- An event on 'models of change' for our social and statutory sector partners in Birmingham
- A day long conference at the British Library on 'How Change Happens' with notable key note speakers

The Impact on the Trust of Covid-19

At the start of the financial year we were still largely working from home, although the office was open for small numbers of people at a time and strictly 'covid-proofed'. During the course of the year we followed Government advice and largely worked from home when asked, attending the office in restricted numbers at other times.

Our approach during the year to all our grant holders and social investees was still to be flexible regarding their timetables for work in hand and activities, payments (grants) and repayments (social investments). We repurposed some grants, rescheduled others and made other variations as needed. We maintained a Covid-19 page on our website and updated it regularly. We updated our risk register iteratively to include the major risks posed to the charity by the pandemic.

In the summer of 2020 we took on and distributed £5 million to the refugee and migrant sector in England on behalf of the National Lottery Community Fund and in the autumn took on £2 million of dormant assets from DCMS/Access Foundation to help shore up social investment intermediaries. During the year we continued to manage these grant programmes. The NLCF funded programme was completed and signed off during the year; the Emergency Fund for social investment intermediaries is now closed but still under management.

During the second year of the pandemic we:

- contacted and kept in touch with grantees and social investees, being flexible and helpful as possible. Of particular note was that a number of social investees struggled which we dealt with by forbearance and help with business planning.
- had a brief team meeting twice a week to maintain regular updates on our work and well being
- held six virtual Board meetings and four Investment Management Committee meetings

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- participated in steering a national portal for foundation collaboration with the Association of Charitable Foundations (ACF)
- reassessed and redrew the priorities of the Connect Fund with the Access Foundation to better reflect the needs of social investment market in the Covid-19 context

In 2022-23 we will:

- have regular board meetings and weekly written board updates
- make new grants, renewal grants and social investments as appropriate
- work with our partners to help them to recover from the negative impacts of the pandemic
- continue to work in collaboration with other foundations to improve our collective impact in the recovery phase
- continue to deploy our workforce to assist with the collective efforts of the funding community
- return to hybrid/ in-office working in a planned and careful way.

The Board has a new Strategic Framework in place for 2022-27. The Board has decided that by the end of the next strategic period (2022-27), the Trust should no longer be depleting the capital endowment. Further information on this decision can be found on our website.

During the year one new family trustee was appointed (Millie Hickinbotham October 2021).

In 2022-23 we will:

- Review the composition of the Board.
- Recruit at least two new trustees as non-family trustees complete their terms of service.

Remuneration of senior staff

Senior staff are on salary scales with five incremental steps, with an additional annual inflationary element. The trustees sought external advice and undertook a peer benchmarking exercise when these were put in place. No salaries are individually negotiated.

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. One named trustee has lead responsibility for oversight of the risk register (currently Steven Skakel). 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 2022. Each quarter the Board monitors the identified 'headline' risks. Additional risks were identified in relation to governance and DEI and were added to the register. The highest scoring risks on the register are:

1. Our ability to influence policy is reduced by perceptions of political bias. This is managed by ensuring our activities and public profile are politically non-partisan with partnerships across the political spectrum.

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2. The Trust suffers financial loss due to adverse investment conditions. We continue to maintain close contact with our experienced investment manager and are also holding over £8 million in cash.

The trustees have considered the risks and do not consider that any of the risks pose a threat in the foreseeable future to the Trust's ability to operate as a going concern. The Trust has significantly increased its cash holdings, as mentioned in the investment section, to mitigate against falls in investment values and financial returns due to any economic downturns arising from Covid-19, Brexit, the war in Ukraine, the cost of living crisis or other market shock.

In 2022-23 we will: Remain vigilant with regard to changes in the external environment which may affect our risk appetite or exposure.

Strategic and operational planning

Having developed the Trust's Strategic Framework for 2016-22, in 2022 we implemented and now report on the sixth year's (extension) Operational Plan. A revised Operational Plan is now in place for 2022-23

Strategic review

During the first year of the pandemic the Board decided against undertaking the planned quinquennial strategy review, in the expectation that it would be feasible to undertake it one year later face to face. When that proved impossible, it was decided to press ahead remotely.

The review was spread throughout the year and began with board perspectives and discussions with the Executive Team and Programme Leads. Other features were a series of online round tables with key partners and informants in the different areas of our work. Each board member attended one or two of these. Programme Leads also held a series of bilaterals with other key informants including people with lived experience. The board also had an online session with Dame Julia Unwin about the state of the sector and conditions for civil society more broadly. This was based on her findings from the Inquiry into the Future of Civil Society and placed within the current context.

The feedback and input from the consultation were synthesised into a series of review papers which covered the cumulative impact of the programmes, the current context for the work and an outline strategy framework for the next five years. These papers covered all areas of the Trust's work and were signed off by trustees after a further session of discussion and input.

In 2022-23 we will: Implement the first year of the revised Strategic Framework for 2022-27

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 use all our assets, especially our money, to work with others to bring about structural change for a more just and equal society. The benefits arising from the Trust's work include social and economic improvement for people, especially, but not exclusively:

- 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, especially those who are most financially excluded;
- 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.

Fundraising

The Trust does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Trust nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there was no non-compliance with these regulations and codes and the Trust received no complaints relating to its fundraising practice.

Vision, Mission, Values and Cross-Cutting Themes

Vision:	The Trust's vision is of a just and peaceful society which recognises the equal value of all people.
Mission:	The Trust's mission is to use all of our assets, especially our money, to work with others to bring about structural change for a more just and equal society.
Values:	<p>Voice:</p> <p>The Trust is committed to 'speaking truth to power' by enabling the unfiltered voices of people's real lived experience to influence those in power.</p> <p>Collaboration:</p> <p>Recognising that we can achieve little on our own, the Trust works in partnership with others to build movements for change.</p> <p>Engagement:</p> <p>The Trust aims to use the power that having independent money gives us and to work with all our partners respectfully in the interests of our shared goals.</p>

Independence:

The Trust sees a strong civil society, of which we are a part and which we will nurture, as a key mechanism for holding the powerful to account.

Learning:

The Trust seeks to learn from all the work we undertake and support – and to share that learning widely to increase impact.

Innovation and evidence:

The Trust will work over a sustained period of time to find and build an evidence base for new solutions to old problems.

Quaker Values:

The Trust respects its historical roots in Birmingham and in Quaker values, although now embracing all faiths and none.

Cross-Cutting Themes:

- Strengthening civil society.
- Addressing racism in all its forms.
- Addressing gender based disadvantage.
- Putting diversity, equity and inclusion at the heart of everything we do.
- Sustainable development and addressing climate change.

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 experience on the ground and policymakers. We are guided by the Quaker imperative to 'speak truth to power' and to this end we aim to allow the voices and 'lived experience' of marginalised and disadvantaged people to be heard in the 'corridors of power' and to contribute to problem solving. We aim to bring to policymakers what we call 'new solutions not just old complaints'. 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 have a short animation which illustrates succinctly our approach. The animation and guidance for prospective applicants on eligibility to apply, our procedures and methods of working are all available on our website (www.barrowcadbury.org.uk).

Objectives and Activities, Achievements and Performance

In January 2016 trustees approved a new five year Strategic Framework for the Trust (2016-21). The Board extended this framework for a further year (2021-22) due to the pandemic and conducted the full strategic review during this period.

Strategic Objectives:

The Trust's five strategic objectives for 2016-22 were:

Strategic Objective 1

To develop and promote evidence of effective policy and practice for young adults and women at all stages of the criminal justice system, and to enable the voices of those directly affected to be heard.

Strategic Objective 2

To promote an immigration system that is fair to both migrants and established residents and a policy and public debate on migration and integration that is based on shared values as well as evidence.

Strategic Objective 3

To support practical and effective approaches to improving the economic inclusion of communities and reducing economic injustice.

Strategic Objective 4

To use all the Trust's assets for the advancement of social justice.

Strategic Objective 5

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

Note that these have been slightly amended for 2022-27.

The Past Year:

Operational Objectives 2021-22:

The Operational Plan for 2021-22 identified 37 operational objectives for the year across the five Strategic Objectives, against which progress is closely monitored and reported to the Board quarterly.

Activities

The Trust works to achieve its objectives through grant making, social investment, campaigning, outreach, commissioning research, facilitating alliances and partnerships and adding value to grants through capacity building, leadership and learning support.

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New programme approvals in 2021-22

The following table includes the total value of programme approvals in 2021-22 for each of the three main programme areas and the two other associated funding streams. These included restricted funds, in particular for the Connect Fund and Fair By Design, and part of other programmes as noted. Further details of restricted funding are included in note 19 of the accounts.

	£ '000
Criminal Justice (<i>includes £30,000 of restricted funds</i>)	665
Migration	1,113
Economic Justice (<i>includes £3,750 of restricted funds</i>)	663
Cross-cutting, Promoting Philanthropy and social investment impairments (<i>includes £89,935 of restricted funds</i>)	337
Connect Fund	578
Fair By Design	87
TOTAL	3,443

Key achievements 2021-22:

Strategic Objective 1 – Criminal Justice

Our work on the Criminal Justice Programme has centred principally around progressing the Transition to Adulthood Alliance (T2A) which is a collaborative effort of 16 key organisations working to embed an age appropriate approach to the post juvenile age group (c. 18-25) across the criminal justice system.

Principal Achievements:

- Significant policy and influencing opportunities:
 - The HMPPS Young Adult Project Board has been regularly convened throughout 2020. The Project Board has senior representatives from each agency making up the HMPPS organisation.
 - Agreed with the Ministry of Justice to secure a secondment to T2A from Her Majesty's Prison and Probation Service (HMPPS) for a year to work on embedding T2A principles in probation.
 - The Mayor's Office for Policing and Crime established a pilot Transitions to Adulthood hub for young adults on probation in Newham borough in 2021.
 - Secured a new independent Chair of T2A – Leroy Logan formerly of the Metropolitan Police and founder of National Black Police Association.
 - T2A responded to a number of government consultations.

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- Significant projects came to fruition:
 - Young adults are now recognised as a distinct group by the Ministry of Justice, Her Majesty's Prison and Probation Service, the Magistracy, the Crown Prosecution Service, the Sentencing Council and a significant number of Police and Crime Commissioners.
 - The Trust's criminal justice programme has enabled a strong and well-connected sector to develop in support of women in the justice system.
 - Leaders Unlocked established its Young Justice Advisors; young adults with personal experience of the justice system working in a number of settings to help improve it.
 - The work of Agenda over a number of years has led to the development of the Female Offender Strategy.
- Significant approaches:
 - Continuing strategic input to Equal (previously the Young Review) working to implement the Lammy recommendations on racially minoritised disproportionality.
 - The Trust's support for women's centres and senior leaders in this sector has produced a strong and cohesive group.
 - The Trust continues to support groups articulating Muslims' experiences of the justice system.
 - The Trust continues to support the infrastructure of the sector, specifically Clinks' policy and leadership capabilities.
 - The Trust's relationship with Leaders Unlocked continues to develop. Its project supporting young adult criminal justice advisers is well regarded.
- Significant publications:
 - The Usual Suspects – Joint Enterprise prosecutions before and after the Supreme Court ruling (Centre for Crime and Justice Studies)
 - The Knot – lived experience, perspectives on policing trauma, poverty and inequalities (Revolving Doors Agency)
 - The Golden Thread – putting families at the heart of the criminal justice system (Centre for Social Justice)

Strategic Objective 2 – Migration

Our work on the Migration programme has centred principally around opening-up public debate on migration and integration over a number of years. Since the referendum of June 2016 we have stepped up our work to support migrant voices together with those of established (receiving) communities and to respond collaboratively to the current refugee crisis in Europe.

Principal Achievements:

- Significant policy and influencing opportunities:
 - It was another difficult year for parliamentary advocacy, with the pandemic dominating most political and policy debates.
 - The Migration Observatory at Oxford University continues to play a central role in debates about migration and integration, with an impressive media exposure, particularly with the 'red tops'.
 - British Future's work on integration continued to expand. It remains a driving force behind the Together coalition, which is backed by the Church of England. Extensive public opinion polling was undertaken during the year, which marks British Future's 10th anniversary.
 - An important development has been work to highlight the impacts of the no recourse to public funds (NRPF) visa conditions imposed upon thousands of migrants, including those with legal status, effectively excluding them from most forms of statutory support.
 - Along with many others, we voiced our concerns about the new Borders Bill and the move to 'outsource' asylum seekers to Rwanda.
- Significant projects came to fruition:
 - The funder collaboration Migration Exchange, which the Trust has supported over many years, initiated a series of Ukrainian crisis briefings and collaborative responses.
 - We supported work with EU nationals to target those most at risk of not securing legal status before the deadline in June 2021.¹
- Significant publications:
 - Migration Policy and Practice Project: "Barriers To Migrant Integration: Challenges Facing Migrants and the Migration Support Sector In Birmingham And The Black Country".
 - Migration Observatory, University of Oxford: "How secure is pre-settled status for EU Citizens After Brexit?"
 - We Belong: "The Deintegration Generation: Young Migrants Standing Up."

¹ With the exception of Irish citizens, all citizens of European Union, European Economic Area countries and Switzerland and their family members are required to apply, even if they have a status called 'permanent residence' or were born in the UK but not have British citizenship.

Strategic Objective 3 – Economic Justice

Our Economic Justice Programme has been further refined to focus more fully on several areas of work: local economies (especially Birmingham), fairer financial systems and savings and debt.

Principal Achievements:

- Significant policy and influencing opportunities:
 - Energy and appetite for community wealth building activities within Birmingham and the wider combined authority has continued to grow with a developing Anchor Institution initiative incubating in Sandwell and a Community Wealth Building Summit held in 2021.
 - Continued support of Share Action enabled its influencing work with FTSE 100 companies.
 - The second iteration of the 'State of Economic Justice in Birmingham and the Black Country' was well received by both Birmingham Council and the West Midlands Combined Authority.
 - Evidence gathered by the Child Poverty Action Group (CPAG), including from the Early Warning System, was used to repeatedly remind the government of the gaps left by its welfare response to the pandemic.
- Significant projects in development: :
 - Birmingham & Solihull Social Economy Council (BSSEC) worked with the West Midlands Combined Authority Inclusive Growth Unit to catalyse local adoption of its Inclusive Growth Strategy for social enterprise.
 - The Trust is also working with the Combined Authority on establishing a new social investment fund for social enterprise in the region.
 - Seed funding and loan finance to the Impact Hub in Birmingham have helped it onto firm footing, now renamed as Civic Square.
- Significant publications:
 - Finance Innovation Lab: 'Open Finance and Vulnerability, a policy discussion paper'
 - Bright Blue: 'No Place Like Home: the benefits and challenges of home working during the pandemic'
 - CHASM (the Centre on Household Assets and Savings Management at University of Birmingham): 'Financial Inclusion annual monitoring briefing 2021'

Fair By Design

Fair By Design is a campaign to 'design out' the poverty premium within a decade. The poverty premium is the additional costs for essential goods and services paid by low-income households. Fair By Design runs parallel to a Venture Fund investing in innovations, particularly in fin-tech, to better

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deliver products to low-income households at fairer cost. Fair By Design is not a grant programme; it is financed by a collaboration of foundations and is run by the Barrow Cadbury Trust.

Fair By Design has a key role in 'curating' the efforts of various players in this space, as well as actively working to effect change in the policy and regulatory environment and in corporate sector offerings and products.

- We have been achieving considerable traction over the year:
 - Considerable interest and collaboration with key regulators: Payments Regulator, FCA, Ofgem and CMA.
 - Considerable engagement with several government departments – notably BEIS, Treasury and the Department of Work and Pensions.
 - Strong inroads into the insurance industry working with the Institute and Faculty of Actuaries.
 - Added to the evidence base for the poverty premium.
 - Worked intensively with Fair4AllFinance and Toynbee Hall which secured an announcement in government's spring budget of a pilot No Interest Loans Scheme (NILS), which is now underway.
 - Worked intensively with National Energy Action and others to promote a 'social tariff' for energy targeting low income households.
 - Embedded lived experience in the work through two cohorts of ambassadors.
- Significant publications
 - Fair By Design & the Institute and Faculty of Actuaries- The hidden risks of being poor: the poverty premium in insurance
 - Fair By Design and the poverty premium: a summary

Cross-Cutting Themes and Promoting Philanthropy

In addition to our other programmes and social investment portfolio we earmarked a modest budget for related areas of work:

Firstly, we used some funding for work which **cuts across our programmes** but which trustees consider key to our mission.

- In line with our commitment to 'strengthening the hands of the change makers' we contributed to and managed a pooled fund for the Coalition for Race Equality organisations.
- In line with our commitment to racial justice we worked with other funders for race equality.
- Contributed to a secretariat function for the Funders for Race Equality Alliance.
- In line with our commitment to strengthening civil society we contributed to Equally Ours and the Sheila McKechnie Foundation.

Secondly, we earmarked some funding to support the **promotion of philanthropy** including the exploration by others of social investment.

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- Core support was given to Global Dialogue, Philanthropy Impact, Charitable Trusts West Midlands and the European Foundation Centre (now Philea).
- Worked with Friends Provident Foundation to develop the Foundation Practice Rating, an evidence-based research project into foundations' transparency.

The Connect Fund

The Trust runs the Connect Fund with resources from the Access Foundation. This is a £6 million fund for grants and occasionally social investment to build better infrastructure for the social investment landscape in England, particularly for new entrants and markets. The Board delegates the grant making of the fund to the Investment Management Committee.

This year was the fifth of a six year agreement. During the year we renegotiated the Fund's priorities with Access in the light both of Covid-19 and of Access' own strategy and also negotiated an uplift in total funding available from £6 million to £6.35 million and an extension of the life of the Connect Fund for a further year (2023-24).

Areas of work centre around three strands Flexible Finance, Business Development and Equality and Diversity. Additionally, we took on the management of up to £2 million of additional dormant assets funding to shore up social investment intermediaries.

Key achievements in the year:

- Continued to review the financial security of existing grantees to identify any that may need emergency support.
- Launched a business development strand to fund innovative responses as organisations looked to adapt their business models.
- Made significant progress on equality and diversity issues particularly through the Diversity Forum, Black South West Network and the LGBT Consortium.
- Assisted Access with the development of their Flexible Finance strand by convening roundtables from potential stakeholder pools.
- Reflected and responded to capacity strains being experienced in the market.
- Commissioned a formative evaluation with a particular brief to help us contribute effectively to Access' legacy.
- Convened several 'learning community' online events.

Significant publications:

- **Manifesto 2.0** is a bold new way to address equity, equality, diversity and inclusion in the social investment sector. By working transparently and collaboratively on shared goals and aims, organisations can be held accountable and access support from fellow signatories and the Diversity Forum.

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Emergency Fund (dormant assets funded)

During the year emergency grants were awarded to two social intermediaries:

- Bristol & Bath Regional Capital - £205,000
- Greater Manchester Centre for Voluntary Organisations - £100,000

This fund is now closed but the portfolio of 3 grants and 1 social investment remain under management.

Strategic Objective 4: Using all the Trust's assets

Our approach is to use all the assets at our disposal to further our mission. This includes ourselves, our intellectual capital, our endowment (for grants and for social investments), our brand, our convening power and our office space.

Principal Achievements:

- The investment portfolio, valued at £93.4 million at 31 March 2022, is managed by Sarasin and Partners whose performance is monitored through quarterly reports and regular meetings with the Investment Manager. Details of the investment performance and responsible investment activities are included on pages 21-22.
- The Trust has its main bank accounts in Triodos Bank, a bank with high ethical ranking.
- Details of social investment activities are included on pages 22-23.
- During the year we continued to develop our approach to responsible investment, viewing our endowment as not only a financial resource but a lever for ESG-related shareholder activism. This is reported more fully on our website.

In-kind and convening support:

- British Future notionally occupied six desks in our offices in 2021-2022 (albeit that office was in effect out of use during a significant part of that period) free of charge. The work of the organisation is closely aligned with our own and the Trust played a key role in creating it. The estimated share of rent and other costs is £68,000.
- The Trust's meeting rooms are normally used by our partners and other sector colleagues throughout the year but due to Covid-19 this was not possible.
- The Trust usually uses its convening power to bring together organisations and people for briefings, roundtables, learning events, cultural exchange and the spread of new practice. Examples (virtual) in the year were limited but included learning events on several of the Trust's programmes.
- The Trust's staff and trustees see the intellectual capital of the Trust as a resource for pursuing 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 again been fewer than usual but included: social investment, responsible investment, governance, migration and refugee issues, equalities issues, strategic and family philanthropy, third sector research, criminal justice and VCS infrastructure. Senior staff also serve on a significant number of Boards and working groups relevant to our mission.

Strategic Objective 5 – Fit for Purpose Organisation

To achieve the maximum possible impact with our resource base, our governance and management need to be fit for purpose and continually improving. Our systems of all kinds must be suitable and constantly updated for the good stewardship and operational management of all our activities.

Principal Achievements:

- Continued all our Board business meetings online for the year.
- Continued our operations online with all our staff working from home for much of the year.
- Began some office-based/hybrid working with restricted numbers in the office at any given time.
- Kept close contact with all staff and a keen eye on their wellbeing.
- Pivoted our activities to include a high-volume grants programme for the refugee and migrant sector for NLCF requiring rapid development of new systems and digital tools.
- Held twice weekly staff meetings to keep everyone up-to-date on the Trust's activities.
- For the most part had fortnightly one-to-one update meetings between the Chair and Chief Executive.
- Annual legal health check was undertaken and relevant actions taken.
- Several trustees took up training opportunities in investment management.
- Timely management accounts and quarterly reports to Board and IMC.
- All staff and trustees were appraised during the year. Staff each have clear objectives in their work plans and learning plans.
- Ensured information on the four main websites – Barrow Cadbury Trust, T2A, Connect Fund and Fair By Design - was frequently updated and included Covid-19 related information.
- Commissioned a digital review and developed a work plan for improvements as a result.
- Calculated and published our gender and racially and ethnically minoritised groups pay gaps.
- Brought a new family trustee on to the board in 2021.

Salaries – Diversity comparisons

As at 31 March 2022

Gender

	All	Female	Male
Number	16	9	7
Mean salary	£57,863	£59,948	£55,181
Median salary	£52,140	£52,140	£52,140
Gender pay gap (mean)			-8.6%
Gender pay gap (median)			0%

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	Female	Male
Upper quartile	50%	50%
Upper middle quartile	50%	50%
Lower middle quartile	75%	25%
Lower quartile	50%	50%

Racially and ethnically minoritised group

	All	REM	Non-REM
Number	16	5	11
Mean salary	£57,863	£50,653	£61,140
Median salary	£52,140	£52,140	£52,140
REM pay gap (mean)			17.2%
REM pay gap (median)			0%

	BAME	Non-BAME
Upper quartile	0%	100%
Upper middle quartile	75%	25%
Lower middle quartile	25%	75%
Lower quartile	25%	75%

As at March 31st 2022 our gender and racially and ethnically minoritised group pay gaps were as above. In an organisation as small as ours (16 staff) any churn in staffing can have a marked impact on results. We calculate by mean (average) and median (the middle salary if all are lined up in a row). These can differ markedly due to the distribution of seniority.

Gender – the staffing complement is 9 women and 7 men. Our pay gap at the year end was negative 8.6% (mean) and 0% median. This means on average women were paid more than men by 8.6% (mean) and the same on a median basis. In a staff team of this size, we consider this difference marginal.

Racially and ethnically minoritised group (REM). We ask staff to self-define. The staffing complement is 5 REM and 11 non-REM. Our pay gap was 17.2% (mean) and 0% median. This means on average REM staff were paid 17.2% less on average, but the same on a median basis. This is because no staff in the upper quartile are REM.

Clearly a gap of 17.2% is more than marginal and our progression pay scales will improve this at least over the next few years - it is an improvement from last year when the pay gap was 25.2% (mean) and 11.3% (median). However, we are encouraged by the 'direction of travel' insofar as the REM 'pipeline' of middle managers will hopefully hold more senior roles in the sector in years to come.

Funder Commitment on Climate Change

The Trust is a signatory to the Funder Commitment on Climate Change, recognising that the growing climate emergency is a serious risk to the pursuit of our charitable aims.

The five commitments are to:

1. Educate and Learn

- Highlights in the year included presentations to our board from our investment manager on how our investments are used to pressure companies to align with the Paris agreement and a number of staff attended ACF, Environmental Funders Network and other related webinars.

2. Commit Resource

- Our investment portfolio is invested alongside Sarasin's Climate Active Fund.
- We supported a 'just transition' event at COP26.
- We funded grantees to attend the Carbon Literacy Project training.

3. Integrate (through our programmes, priorities and processes)

- During the course of our quinquennial strategy review climate change implications were addressed in a number of papers and discussions. A draft strategy for a 'whole organisation' approach will be taken to our July 2022 board meeting.

4. Steward (our investments for a post carbon future)

- Our investment portfolio is invested alongside Sarasin's Climate Active Fund and we are active members of various networks and coalitions, including the Charity Responsible Investment Network and the Church Investors Group.
- We supported the 2021 Global Investor Statement to Governments on the Climate Crisis in June 2021 which urged all governments to raise their climate ambition and implement robust policies by COP26, and a letter to global banks setting out expectations on climate change and biodiversity ahead of COP26.
- Following a shareholder resolution, which we supported, in June 2021 HSBC held its AGM and a resolution was agreed committing HSBC to phase out coal financing by 2040 and to align its financing with the goals of the Paris Climate Change agreement.

5. Decarbonise our Operations

- We had a full eco-audit just before the March 2020 lockdown. During the past two years we significantly reduced our carbon footprint by default – far less travel of all kinds, far less catering, lower use of paper and energy. What we were unable to do was direct work on our office and this will be a priority as we transition back to it.

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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. We are in the ever 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 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:

- Kept trustees abreast of the work of the Trust between Board meetings through weekly email updates and early view of all publications in which the Trust is involved on the eve of publication.
- Kept trustees informed of governance and other key sector issues through a briefing by our lawyer at a board meeting and circulation of relevant publications and information.
- Ensured individual learning plans were in place for all staff.
- Gave opportunities to 'back office' staff to attend programme related events and meet counterparts in other trusts almost all still virtually.

External:

- Participated in the Social Impact Investment Group of trusts and foundations.
- Brought networks of funded partners together to learn from each other on most of our programmes.
- Continued to convene learning networks across our programmes, notably T2A, Connect Fund chairing European Foundation Centre's Diversity, Migration and Integration Group (DMIG) and contributing to Migration Exchange and EPIM.
- Hosted seminars and roundtables to disseminate, promote and discuss various research publications supported with our funding.

Financial review

The income for the group was £3,192,000 (2021 - £8,480,000). Total resources expended were £5,462,000 (2021 - £11,506,000) resulting in net outgoing resources, before gains and losses on investments, of £2,270,000 (2021 - £3,026,000). The decrease in both income and expenditure was mainly due to a restricted grant of £5,141,000 in 2020/21 from the National Lottery Community Fund for delivering emergency grants to migration charities affected by Covid-19.

As in previous years there are net outgoing resources. This is in line with the strategic decision by the trustees to spend both capital and income in the near term. The trustees have decided to move to a more financially sustainable level of spending over the next five years.

There were investment gains of £3,527,000 (2021 – gains of £17,895,000), resulting in a net increase in funds of £1,257,000 (2021 – increase of £14,869,000). This was in keeping with market performance and our investment managers performed broadly in line with the benchmark set for

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them.

The total spend for the group on social justice and grant-making during the period was £5,060,000 (2021 - £11,092,000).

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 particular activities (see note 19). 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 also has two appropriately skilled external co-opted members and the Trust's Chief Executive. The committee meets quarterly to monitor investment and social investment performance and has oversight of the Connect Fund.

During 2021-22 the total return on the investment portfolio (i.e. both investment income and capital gains/losses) was 5.6%.

In order to ameliorate the risk of currency fluctuations there are forward currency transactions so that the total exposure to foreign currency is about 40% of the total value of the investment portfolio.

The main purpose of the investments is to contribute to the mission of the Trust through providing a financial return to fund its activities, taking into account environmental, social and governance factors, balanced with the need to protect and enhance the value of the Trust.

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 Trust is aware of the significant negative impacts of climate change and the need for businesses to align their activities with the Paris Climate Agreement, which set the target of limiting the increase

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in the global average temperature to well below 2 °C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 °C. The Trust will pursue a policy of engagement in the first instance rather than divestment.

The Trust will:

- Not invest in companies that derive more than 5% of their income from the extraction of thermal coal or the production of oil from tar sands.
- Engage more intensively with companies that make a significant contribution to greenhouse gas emissions, whether producers or users, to encourage them to align their activities with the Paris Climate Agreement and move to a low carbon economy. If companies do not respond to the engagement then the Trust will consider divesting.
- Engage more intensively with public policy makers with the aim of creating a structural and regulatory environment that supports the transition to a low carbon economy.
- Seek to make investments which have a positive environmental impact, subject to the availability and suitability of such investments.

The investment portfolio is aligned with Sarasin & Partners' Climate Active Fund which has resulted in divesting from several fossil fuel companies and actively engaging with others.

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

Social Investment

Since 2010 we have invested in programme related investments in charities and social enterprises, aiming to promote social justice through the use of social investments as an additional source of finance for social organisations and to develop the social investment market. We aim to achieve both a social impact and a financial return with the funds.

During the year and investment in Big Issue Invest Growth impact Fund was agreed, though this investment had not been completed by the year end. We also continued to work with co-investors to support existing investees who had been adversely affected by the Covid-19 crisis, including extending lengths of loans and postponing interest payments.

Staff and trustees of the Trust were involved on the Boards of three of the social investments during the year (see note 28 of the accounts) and play an active role in social investment development, including:

- Regular attendance at the Social Impact Investors Group, speaking at events and participation on its steering group.
- Speaking at ACF events on social investment.
- Meetings with other Trusts and Foundations to discuss social investment.
- Running the Connect Fund.
- Membership of the Advisory Boards of Big Society Capital, the Impact Investing Institute, Fair By Design Venture Fund and the BII Growth Impact Fund.

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Current investments are as follows:

Programme related investment	Current investment commitment £	Actual investment (at cost) at 31 March 2022 £
Social Justice & Human Rights Centre Ltd	500,000	500,000
Ethex	40,000	40,000
Bristol Together	145,000	145,000
Big Issue Invest Social Enterprise Investment Fund	6,311	6,311
Social Venture Fund	158,066	145,347
Fair For You	250,000	250,000
Charity Bank	750,000	750,000
Community Channel	50,000	50,000
Thrive Renewables	100,000	100,000
Ashley Community Housing	200,000	200,000
Fair By Design Venture Fund	250,000	169,873
Five Lamps Trading	250,000	250,000
Social and Sustainable Housing Fund	250,000	104,573
Singlify	100,000	100,000
Micro Rainbow	250,000	141,250
Resonance Sheltered Housing Fund	250,000	112,500
Triodos	250,000	250,000
RefuAid	100,000	100,000
Women in Safe Homes	250,000	73,250
Big Issue Invest Growth Impact Fund	250,000	-
Total	4,399,377	3,488,104
Less: Provisions for impairments		(286,500)
Balance per accounts		3,201,604

The values of the individual social investments are valued annually in line with SORP 2015, which states that programme related investments should be valued at fair value, if this can be measured reliably, or otherwise at its cost less impairment. In practice these investments are not listed on any trading market so in most cases it is not possible to value the investments with reference to their market value. We therefore consider the valuations annually based on a combination of factors including recent accounts, financial projections, the external context and meetings with investees. Where necessary a provision for impairment is made.

Plans for future periods

The coming year will see the implementation of the first year of the Strategic Framework 2022-27. An Operational Plan for the year 2022-23 is in place, the outline objectives of which are shown below against the Trust's (now) six Strategic Objectives.

Strategic Objective 1: Criminal Justice

In 2022-23 we will:

- Develop and promote evidence of effective policy and practice for young adults at all stages of the criminal justice system.
- Support initiatives that focus on gender and race equality within the criminal justice context, primarily through the T2A element of the programme.
- Amplify the voices of those within the criminal justice system who are less frequently heard, and to highlight parts of the system that are infrequently scrutinised.
- Host a secondee from HMPPS for a year and support her work to embed T2A principles and practice throughout the probation service.

Strategic Objective 2: Migration

In 2022-23 we will:

- Promote greater understanding within communities and the fair and dignified treatment of refugees, asylum seekers and migrants.
- Broaden and deepen the public debate on migration and integration and ensure that it draws on shared values as well as evidence.
- Inform public policy and promote workable policies in relation to immigration, integration and detention.

Strategic Objective 3: Economic Justice: Part 1

In 2022-23 we will:

- Continue Community Wealth Building/inclusive economies approaches at the Birmingham and national level.
- Strengthen intersectional work on financial exclusion and gender/race/disability.
- Ensure the voices of those experiencing economic injustice in Birmingham and the Black Country are heard, including those affected by the legacy of COVID-19, the intersectional issues identified above and the cost of living crisis.

Strategic Objective 3: Economic Justice: Part 2: Fair By Design

In 2022-23 we will

- Influence regulators and the Competition and Markets Authority (CMA) so that they recognise and mitigate the impact of the poverty premium.
- Influence social policy makers through a growing evidence base so that they (1) recognise and (2) mitigate the impact of the poverty premium.

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- Work with the Fair by Design Fund to increase the number of businesses that create products and services that are more affordable and better meet the needs of poor and low-income consumers.
- Further our work on insurance with the Institute and Faculty of Actuaries, articulating the key problems experienced by low income consumers and their causes, alongside an engagement programme to help secure change.
- Further promote our protected characteristics research, linking this to regulators' public sector equality duties, and work to ensure regulators consider low income as part of their equalities work. We will explore the role of the Equality and Human Rights Commission here.
- Work with partners and HM Treasury deliver the No Interest Loans Scheme pilot now underway.

Cross Cutting Themes and Promoting Philanthropy

In 2022-23 we will:

- Continue to support key infrastructure organisations, both at programme and cross-cutting levels.
- Address disadvantage due to gender, race and ethnicity.
- Promoting philanthropy/social investment.
- Develop relationships with key stakeholders in Birmingham (both general and programme-specific).
- Develop coherent portfolios of local work in each of the three Trust-funded programmes.

Strategic Objective 4: Connect Fund

- Address existing and new challenges that reduce or limit access to the social investment market.
- Carry out measurement and evaluation of outcomes from the Connect Fund with a focus on securing its legacy
- Continue to embed the Trust's values in the design and implementation of the Connect Fund.
- Continue to develop a learning community, engaging participants and enabling them to share knowledge and solutions addressing social investment.
- Continue to support DEI initiatives to improve the social investment market.

Strategic Objective 5: Using all our assets

In 2022-23 we will:

- Fund the work of the Trust in the current and long term.
- Use the premises, convening power and intellectual capital of the Trust to advance our vision and mission.
- Develop the social investment market.
- Further develop our responsible investment particularly through being active shareholders and by applying equalities lens to all our investments.

Strategic Objective 6: Fit for purpose organisation

In 2022-23 we will:

- Complete our organisational DEI and Climate Change strategies.
- Move to new premises (The Foundry) while ensuring a smooth transition back to the office and hybrid working.
- Work on the journey to achieve financial sustainability.
- Ensure that the new trustees are fully supported.
- Explore opportunities to increase the diversity of the board.
- Through performance appraisal, objective setting and regular supervision, ensure each member of staff delivers their workload to a high standard through the year.
- Maintain robust relations with our investment managers.
- If physically possible, hold the two planned but delayed Centenary events either this year or next.
- Continue to improve our understanding and application of our equity (equality) values throughout our work.
- Explore technological and other means to improve our efficiency.

Investment

In 2022-23 we will:

- Ensure the management of the investment portfolio is of a high standard and produces the required returns.
- Through negative screening and discussions with the investment manager ensure investments held do not contravene the Trust's ethical policy.
- Actively engage with investee companies through our networks and through our investment manager.
- Take a responsible approach to investing, considering environmental, social and governance and equalities issues.

Social Investment

In 2022-23 we will:

- Continue to support existing social investees which have been adversely affected by the COVID-19 crisis, including being flexible on repayments.
- Engage with other social investors to share learning and encourage greater development of the market.
- Investigate further investments in new and innovative products which support the development of the social investment market, including new models of working and providing risk capital which is otherwise hard to raise.
- work collaboratively and transparently with potential investees.

Strengthening civil society

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

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infrastructure organisations in order both to learn from them and to support them as they develop their strategic thinking. Specifically, we will work with others to improve equalities leadership development and succession in the sector and to protect the independent advocacy voice of civil society.

Cross-cutting work and Promoting philanthropy

Because our programmes have a considerable degree of focus, we sometimes want to fund other things which we see as core to our vision and mission. For this reason we will continue to set aside some budget for crosscutting work which we see as essential. This includes work on equalities, infrastructure and leadership initiatives. Similarly, as a family foundation we set aside a modest budget to support philanthropic development and improvement.

Foundations' infrastructure

Working collaboratively with other trusts and foundations enables us to represent our views on charity law and philanthropy to government as well as to learn from others and improve our practice. To these ends we will be active members of the Association of Charitable Foundations, the Philea (formerly the European Foundation Centre and Daphne), and Ariadne global human rights funders network in the year ahead.

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 trustees are responsible for keeping adequate 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

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Trustees' report for the year ended 31 March 2022

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 auditor is 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 auditor is 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:

Erica Cadbury
Chair of Trustee Board
9 July 2022

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Independent Auditor's report for the year ended 31 March 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BARROW CADBURY TRUST

Opinion

We have audited the financial statements of The Barrow Cadbury Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Barrow Cadbury Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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Independent Auditor's report for the year ended 31 March 2022

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- Adequate accounting records have not been kept by the parent charitable company, 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 prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes

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of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

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Independent Auditor's report for the year ended 31 March 2022

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Jonathan Orchard (Senior statutory auditor)

3 August 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

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Consolidated statement of financial activities for the year ended 31 March 2022
(incorporating an income and expenditure account)

		2022			2021		
	Note	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Income from:							
Charitable activities	2	-	1,291	1,291	-	6,594	6,594
Investments	3	1,901	-	1,901	1,886	-	1,886
Total income		<u>1,901</u>	<u>1,291</u>	<u>3,192</u>	<u>1,886</u>	<u>6,594</u>	<u>8,480</u>
Expenditure on:							
Raising funds							
Investment management costs		<u>402</u>	<u>-</u>	<u>402</u>	<u>414</u>	<u>-</u>	<u>414</u>
Charitable activities							
Social justice and grant making	6						
Criminal justice		912	30	942	1,259	42	1,301
Migration		1,357	-	1,357	1,492	5,141	6,633
Economic Justice		768	9	777	1,179	-	1,179
Philanthropy, crosscutting & other		466	90	556	483	115	598
Connect Fund		115	698	813	107	788	895
Fair By Design		290	257	547	194	222	416
Voluntary sector use of premises		68	-	68	70	-	70
		<u>3,976</u>	<u>1,084</u>	<u>5,060</u>	<u>4,784</u>	<u>6,308</u>	<u>11,092</u>
Total resources expended		<u>4,378</u>	<u>1,084</u>	<u>5,462</u>	<u>5,198</u>	<u>6,308</u>	<u>11,506</u>
Net income/(expenditure) before gains & losses on investments		<u>(2,477)</u>	<u>207</u>	<u>(2,270)</u>	<u>(3,312)</u>	<u>286</u>	<u>(3,026)</u>
Net gains/(losses) on investments		<u>3,527</u>	<u>-</u>	<u>3,527</u>	<u>17,895</u>	<u>-</u>	<u>17,895</u>
Net movement in funds		<u>1,050</u>	<u>207</u>	<u>1,257</u>	<u>14,583</u>	<u>286</u>	<u>14,869</u>
Fund balances brought forward		<u>96,078</u>	<u>921</u>	<u>96,999</u>	<u>81,495</u>	<u>635</u>	<u>82,130</u>
Fund balances carried forward		<u>97,128</u>	<u>1,128</u>	<u>98,256</u>	<u>96,078</u>	<u>921</u>	<u>96,999</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 sheets at 31 March 2022

	Notes	Group		Charity	
		2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	11	8	14	8	14
Investments	12	93,409	92,837	80,417	79,657
Programme related investments	13	3,202	3,027	3,202	3,027
		96,619	95,878	83,627	82,698
Current assets					
Debtors due within one year	14	857	692	848	720
Short term deposits		2,242	2,232	2,242	2,232
Cash at bank and in hand		3,687	3,994	3,557	3,877
		6,786	6,918	6,647	6,829
Liabilities					
Creditors: amounts falling due within one year	15	(3,723)	(4,253)	(3,520)	(4,170)
Net current assets		3,063	2,665	3,127	2,659
Total assets less current liabilities		99,682	98,543	86,754	85,357
Creditors: amounts falling due after more than one year	16	(1,384)	(1,544)	(1,287)	(1,531)
Provisions for liabilities	17	(42)	-	(42)	-
Total net assets		98,256	96,999	85,425	83,826
The funds of the charity					
18					
Unrestricted funds					
Expendable endowment funds		67,073	61,215	67,073	61,215
Investment revaluation reserve		12,565	16,258	12,565	16,258
Designated funds	19	4,659	5,432	4,659	5,432
		84,297	82,905	84,297	82,905
Restricted funds	20	1,128	921	1,128	921
Funds retained within a non-charity subsidiary (The Barrow Cadbury Fund)					
27					
Profit and loss account		10,728	10,401	-	-
Designated Funds	19	60	30	-	-
Investment revaluation reserve		2,043	2,742	-	-
Total charity funds	21	98,256	96,999	85,425	83,826

The financial statements were approved by the trustees on 9 July 2022 and signed on their behalf by:

Erica Cadbury, Chair

The Barrow Cadbury Trust (a company limited by guarantee)
Consolidated statement of cash flows
For the year ended 31 March 2022

	Note	2022	2021
		£'000	£'000
Cash flows from operating activities			
Net cash used in operating activities	22	(5,003)	(4,115)
Cash flows from investing activities			
Investment income		1,852	1,842
Social investment income		48	44
Purchase of fixed assets		(3)	
Proceeds from sale of investments		33,328	30,210
Purchase of investments		(30,502)	(26,116)
Foreign exchange proceeds/(payments)		(568)	1,543
(Increase)/decrease in cash held by investment manager		696	(2,882)
Proceeds from sale/redemption of social investments		179	114
Purchase of social investments		(324)	(999)
Net cash provided by investment activities		4,706	3,756
Change in cash and cash equivalents in the year		(297)	(359)
Cash and cash equivalents at beginning of year		6,226	6,585
Cash and cash equivalents at end of year	23	5,929	6,226

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

1. Accounting policies

- (a) The Barrow Cadbury Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Kean House, 6 Kean Street, London WC2B 4AS.

- (b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

- (c) Basis of preparation - group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiary The Barrow Cadbury Fund Limited on a line by line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

- (d) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

- (e) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

- (f) Income - general recognition criteria

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividends are recognised when they are declared.

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

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

(g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the restricted fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. 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. The Investment Revaluation Reserve is the difference between the historic cost and the year end valuation of the investment portfolio.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds includes the fees paid to investment managers in connection with the management of the charity's listed investments.

Expenditure on charitable activities includes the costs of grants and other activities undertaken to further the purposes of the charity and their associated support costs.

Gifts in kind (use of premises) represents the use of the office by external organisations, both working space and use of meeting rooms. The monetary value of these donated services is, for the meeting rooms, based on the usage and meeting room area as a proportion of the office area and costs, and for the office use on the head count of external organisations as a proportion of the total office head count and costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(i) Allocation of support costs

Where costs, including programme staff costs, relate directly to a particular programme then they are allocated to that programme.

Support costs, comprising the staff and overhead costs of the central function, are apportioned to the main programmes based on the time spent by employees in processing and monitoring grants and other programme work.

Governance costs include costs relating to the public accountability of the charity and its compliance with regulation and good practice. These are allocated to the programmes in the same proportions as the support costs.

(j) Grants payable

Grants payable are charged to the statement of financial activities in the year in which the offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised as expenditure when the relevant conditions are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

(k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

(l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	Over life of lease
Fixtures and fittings	3 years
IT and communications equipment	3 years

(m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as an investment revaluation reserve in the balance sheet. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

(n) Programme related investments

Programme related investments are valued at fair value, if such a value can be measured reliably, or at cost less any impairment or capital repayments.

(o) Debtors

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

(p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(q) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

(r) Creditors and provisions

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

The charity only has financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(s) Pensions: defined contribution

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

(t) Foreign currency translations

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the average rate of exchange for the year. Exchange differences are taken into account in arriving at the net incoming resources for the year.

2. Charitable Activities

Charitable activities represent grants and donations from other charitable foundations for specific activities. More detail is included in note 20.

3. Investment income and interest receivable

All income listed is unrestricted, for both 2022 and 2021.

	2022	2021
	£ '000	£ '000
Income from listed investments	1,832	1,791
Interest receivable	21	51
Income from social investments	48	44
Total	1,901	1,886

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

4. Net outgoing resources for the year

Net outgoing resources for the year is stated after charging:

	2022	2021
	£ '000	£ '000
Auditor's remuneration (excluding VAT)		
Group – for audit	14	14
(of which the charity amounts to)	10	10
Group – for other services	1	2
Depreciation of tangible fixed assets	9	10
Rentals payable under operating leases	179	179
Trustee professional indemnity insurance	1	1
Trustee meeting and travelling expenses and learning and development	3	1

5. Grants awarded by the group

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

	2022	2021
	Number	Number
Programme		
Criminal justice	13	20
Migration (excluding NLCF Covid Support Fund)	23	23
Migration – NLCF Covid Support Fund	-	200
Economic Justice	12	21
Connect Fund	10	13
Fair By Design	3	1
Philanthropy, Cross-Cutting & other	13	13
Total	74	291

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 31 March 2022

6. Social justice and grant making
2022

	Criminal Justice	Migration	Economic Justice	Philanthropy & other	Connect Fund	Fair By Design	Voluntary sector use of premises	Total 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Direct costs</u>								
Projects, campaigns & partnerships	665	1,113	663	337	578	87	-	3,443
Direct staff and property costs	152	107	56	101	120	231	68	835
	817	1,220	719	438	698	318	68	4,278
<u>Support costs</u>								
Management & administrative staff	66	74	31	63	63	123	-	420
Property	37	40	17	35	34	68	-	231
Governance	9	9	4	8	7	15	-	52
Other support costs	13	14	6	12	11	23	-	79
Total 2022	942	1,357	777	556	813	547	68	5,060

The Barrow Cadbury Trust (a company limited by guarantee)

Notes to the accounts for the year ended 31 March 2022

2021 Comparative figures								
	Criminal Justice	Migration	Economic Justice	Philanthropy & other	Connect Fund	Fair By Design Campaign	Voluntary sector use of premises	Total 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Direct costs</u>								
Projects, campaigns & partnerships	1,084	6,224	1,046	415	679	20	-	9,468
Direct staff and property costs	105	280	90	88	109	202	70	944
	1,189	6,504	1,136	503	788	222	70	10,412
<u>Support costs</u>								
Management & administrative staff	62	71	24	52	61	110	-	380
Property	30	34	11	25	29	52	-	181
Governance	7	9	3	7	7	13	-	46
Other support costs	13	15	5	11	10	19	-	73
Total 2021	1,301	6,633	1,179	598	895	416	70	11,092

The 2021 figures for the Migration programme include a grant totalling £5,141,000 from the National Lottery Community Fund for delivering emergency grants to migration charities affected by Covid-19.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

7. Governance costs

For the group	2022	2021
	£ '000	£ '000
Staff costs	27	23
Auditor's remuneration	17	17
Trustee meeting and travelling expenses and learning and development	3	1
Trustee training	-	-
Legal and professional costs	5	5
Total	52	46

8. Staff numbers and costs

Staff costs during the year were:

	2022	2021
	£ '000	£ '000
Wages and salaries	759	765
Social security costs	82	82
Employer's contribution to defined contribution pension scheme	214	208
Total	1,055	1,055

The average number of employees (head count based on number of staff employed) during the year was:

	2022	2021
	No.	No.
Social justice and grant making	12.3	12.5
Support	3.5	3.5
Governance	0.2	0.2
Total	16.0	16.2

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2022	2021
	No.	No.
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-
£90,000 - £99,999	1	1

The total employee benefits including pension contributions and employer national insurance contributions of the key management personnel amounted to £353,275 (2021: £347,619).

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

Key management personnel received the following salaries, pension contributions and NI contributions.

For 2022

Role	Salary	Employer pension contribution	Employer NI contribution
	£	£	£
Chief Executive	93,762	40,734	11,719
Director of Programmes	45,232	51,116	5,022
Director of Finance and Administration	70,680	26,477	8,533
TOTAL	209,674	118,327	25,274

Comparative figures for 2021

Role	Salary	Employer pension contribution	Employer NI contribution
	£	£	£
Chief Executive	96,412	36,154	12,092
Director of Programmes	43,520	52,223	4,794
Director of Finance and Administration	68,123	26,112	8,189
TOTAL	208,055	114,489	25,075

The Barrow Cadbury Trust operates a salary sacrifice scheme for pension contributions, where the staff member may forego part of their salary in return for the Trust making an equivalent pension contribution. The above figures show the salaries and pension contributions after the salary sacrifice.

9. Trustee remuneration and costs

None of the trustees received any remuneration for their services during the year (2021 - nil). During the year travel and other expenses amounting to £308 (2021 - £1,199) were reimbursed to, or paid on behalf of, four trustees (2021 – 3).

10. Taxation

Barrow Cadbury Trust is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities. Its subsidiary donates surpluses and gains that would otherwise be taxable to the Trust.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

11. Tangible fixed assets

For charity and group

	Leasehold improvements £'000	Fixtures, fittings & equipment £'000	Computer equipment £'000	Total £'000
Cost				
At 1 April 2021	83	34	11	128
Additions	-	-	3	3
Disposals	-	-	(10)	(10)
At 31 March 2022	83	34	4	121
Depreciation				
At 1 April 2021	70	33	11	114
Charge for year	8	1	-	9
Disposals	-	-	(10)	(10)
At 31 March 2022	78	34	1	113
Net book values				
At 31 March 2022	5	-	3	8
At 31 March 2021	13	1	-	14

All the above assets are used for charitable purposes.

12. Investments

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Investments at market value				
Market value at 1 April 2021	86,974	74,716	74,428	64,207
Additions at cost	30,502	26,116	26,556	22,684
Disposal proceeds	(33,328)	(30,210)	(28,455)	(26,418)
Investment gains/(losses)	4,092	16,352	3,486	13,955
Market value at 31 March 2022	88,240	86,974	76,015	74,428
Cash held by investment managers	5,169	5,863	4,402	5,229
	93,409	92,837	80,417	79,657
Historic cost of investments	78,801	73,837	67,852	63,399
Reconciliation of investment gains with Statement of Financial Activities				
Investment gains/(losses)	4,092	16,352	3,486	13,955
Foreign exchange gains/(losses)	(568)	1,543	(495)	1,310
Gains on cash reserve	3		3	
Net gains/(losses) on investments	3,527	17,895	2,994	15,265

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Investments comprise the following:				
Fixed interest	8,258	10,526	7,078	9,006
UK equities	17,802	17,460	15,344	14,920
Global equities	44,420	48,480	38,250	41,497
Property	5,035	3,091	4,362	2,628
Alternative assets	12,694	7,440	10,955	6,397
Forward exchange contracts	31	(23)	26	(20)
Liquid assets	5,169	5,863	4,402	5,229
	93,409	92,837	80,417	79,657

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

13. Programme related investments

	For Charity and Group	
	2022	2021
	£'000	£'000
Investments at cost		
Cost less impairments at 1 April 2021	3,027	2,188
Additions at cost	324	999
Losses and impairments	30	(46)
Disposals and repayments	(179)	(114)
Cost less impairments at 31 March 2022	3,202	3,027
Investments comprise the following:		
Equities	1,267	1,209
Debt	1,323	1,277
Limited partnership	612	541
Total	3,202	3,027

At 31 March 2022 the trustees had further commitments to specific programme related investments of £661,273 (2021 - £1,535,574). These are treated as designated funds.

The programme related investments include a £500,000 investment in Charity Bank which is included within restricted funds.

The programme related investments are listed in the annual report attached to these accounts, including the commitments made but not yet invested.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

14. Debtors

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Due within one year				
Dividends and interest receivable	212	176	197	166
Prepayments and amounts receivable	645	516	645	516
Amount due from the Barrow Cadbury Fund	-	-	6	38
	857	692	848	720

15. Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade creditors	30	11	30	11
Grants payable	3,509	3,914	3,328	3,852
Social security and other taxes	23	24	23	24
Accruals	157	214	135	193
Deferred income	-	87	-	87
Other creditors	4	3	4	3
	3,723	4,253	3,520	4,170

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

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Grants payable between 1 and 2 years	991	1,228	916	1,215
Grants payable between 2 and 5 years	393	316	371	316
Grants payable	1,384	1,544	1,287	1,531

17. Provisions for liabilities

	For Charity and Group	
	2022	2021
	£'000	£'000
Provision for dilapidations	42	-

This is a provision for the dilapidations of the current office.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

18. Analysis of charitable funds

	At 1 April 2021 £'000	Net expenditure, gains, losses & transfers £'000	At 31 March 2022 £'000
Unrestricted funds			
Expendable endowment funds	61,715	5,358	67,073
Investment revaluation reserve	16,258	(3,693)	12,565
Designated funds	4,932	(273)	4,659
Restricted funds	921	207	1,128
Total funds of the parent charity	83,826	1,599	85,425
Funds retained within a non-charity subsidiary (The Barrow Cadbury Fund)			
Profit & Loss account	10,401	327	10,728
Designated funds	30	30	60
Investment revaluation reserve	2,742	(699)	2,043
Total funds of the group	96,999	1,257	98,256

Analysis of charitable funds for prior year

	At 1 April 2020 £'000	Net expenditure, gains, losses & transfers £'000	At 31 March 2021 £'000
Unrestricted funds			
Expendable endowment funds	59,839	1,876	61,715
Investment revaluation reserve	6,980	9,278	16,258
Designated funds	3,877	1,055	4,932
Restricted funds	595	326	921
Total funds of the parent charity	71,291	12,535	83,826
Funds retained within a non-charity subsidiary (The Barrow Cadbury Fund)			
Profit & Loss account	9,718	683	10,401
Designated funds	40	(10)	30
Investment revaluation reserve	1,041	1,701	2,742
Restricted funds	40	(40)	-
Total funds of the group	82,130	14,869	96,999

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 20.

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

19. 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	2022	2021
	£'000	£'000
Parent company		
Invested in programme related investments	2,702	2,527
Outstanding commitments to programme related investments	911	1,536
Funds allocated to specific programme work	1,046	869
Subsidiary company		
Funds allocated to specific programme work	60	30
Total	4,719	4,962

20. Restricted Funds

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

Restricted Funds	At 1 April	Incoming	Outgoing	At 31 March
	2021	resources	resources	2022
	£'000	£'000	£'000	£'000
Migration Exchange	39	-	-	39
Funders for Race Equality	70	20	(90)	-
The St Sarkis Charity Trust	-	30	(30)	-
Connect Fund	538	673	(670)	541
Connect Fund (held in subsidiary)	-	28	(28)	-
Fair By Design	265	386	(257)	394
WMCA	-	150	-	150
Other	9	4	(9)	4
Total	921	1,291	(1,084)	1,128

Comparative figures for 2021

Restricted Funds	At 1 April	Incoming	Outgoing	At 31 March
	2020	resources	resources	2021
	£'000	£'000	£'000	£'000
Migration Exchange	39	-	-	39
Funders for Race Equality	-	185	(115)	70
The St Sarkis Charity Trust	-	32	(32)	-
Connect Fund	393	893	(748)	538
Connect Fund (held in subsidiary)	40	-	(40)	-
Fair By Design	154	333	(222)	265
NLCF Covid-19 Support Fund	-	5,141	(5,141)	-
Robin Corbett Award	-	10	(10)	-
Other	9	-	-	9
Total	635	6,594	(6,308)	921

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

Purpose of restricted funds

Migration Exchange	The Migration Exchange programme aims to encourage debate on national identity, integration and identity.																																					
Funders for Race Equality	<p>The programme aims to increase race equality. External funders which contributed to the programme during 2021/22 include:</p> <table> <tr> <td></td><td>£</td><td></td></tr> <tr> <td>Barnados</td><td>100</td><td></td></tr> <tr> <td>AB Charitable Trust</td><td>1,000</td><td></td></tr> <tr> <td>Justice Collaborations</td><td>500</td><td></td></tr> <tr> <td>The Legal Education Foundation</td><td>1,500</td><td></td></tr> <tr> <td>Indigo Trust</td><td>500</td><td></td></tr> <tr> <td>Youth Futures Foundation</td><td>1,000</td><td></td></tr> <tr> <td>Co-op Foundation</td><td>15,000</td><td></td></tr> <tr> <td>Access to Justice Foundation</td><td>500</td><td></td></tr> <tr> <td>Total</td><td>20,100</td><td></td></tr> </table>			£		Barnados	100		AB Charitable Trust	1,000		Justice Collaborations	500		The Legal Education Foundation	1,500		Indigo Trust	500		Youth Futures Foundation	1,000		Co-op Foundation	15,000		Access to Justice Foundation	500		Total	20,100							
	£																																					
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Access to Justice Foundation	500																																					
Total	20,100																																					
The St Sarkis Charity Trust	The St Sarkis Charity Trust co-funded a criminal justice project through the Barrow Cadbury Trust.																																					
Connect Fund	The Connect Fund, funded by the Access Foundation, has been set up to strengthen the social investment market to better meet the needs of charities and social enterprises.																																					
Fair By Design	<p>Fair By Design works with companies, regulators, policy makers and the public to end the poverty premium.</p> <p>External funders for the current phase of the programme include:</p> <table> <tr> <td></td><td>Total grant</td><td>Recognised in 2021/22</td></tr> <tr> <td></td><td>£</td><td>£</td></tr> <tr> <td>Tudor Trust</td><td>150,000</td><td>-</td></tr> <tr> <td>Joseph Rowntree Foundation</td><td>150,000</td><td>50,000</td></tr> <tr> <td>Friends Provident Foundation</td><td>60,000</td><td>60,000</td></tr> <tr> <td>Oak Foundation</td><td>200,001</td><td>66,667</td></tr> <tr> <td>Trust for London</td><td>150,000</td><td>150,000</td></tr> <tr> <td>Columbia Threadneedle</td><td>59,040</td><td>57,000</td></tr> <tr> <td>National Lottery Community Fund</td><td>450,000</td><td>-</td></tr> <tr> <td>Virgin Media</td><td>1,000,000</td><td>-</td></tr> <tr> <td>Aviva</td><td>2,500</td><td>2,500</td></tr> <tr> <td>Total</td><td></td><td>386,167</td></tr> </table> <p>In addition the Barrow Cadbury Trust has committed £150,000 for 2021-24.</p>			Total grant	Recognised in 2021/22		£	£	Tudor Trust	150,000	-	Joseph Rowntree Foundation	150,000	50,000	Friends Provident Foundation	60,000	60,000	Oak Foundation	200,001	66,667	Trust for London	150,000	150,000	Columbia Threadneedle	59,040	57,000	National Lottery Community Fund	450,000	-	Virgin Media	1,000,000	-	Aviva	2,500	2,500	Total		386,167
	Total grant	Recognised in 2021/22																																				
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Aviva	2,500	2,500																																				
Total		386,167																																				
West Midlands Combined Authority (WMCA)	As part of the delivery of 'Growing the social economy in the WMCA area', the Barrow Cadbury Trust will be working in collaboration with WMCA to award grants to three social cluster lead organisations over the next three years.																																					

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

21. Analysis of net assets between funds

Fund balances at 31 March 2022 are represented by:

	Unrestricted funds				Restricted	Total
	Endowment	Investment revaluation reserve	Designated	Within subsidiary	Parent company	
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible assets	8	-	-	-	-	8
Investments	67,851	12,565	-	12,993	-	93,409
Programme related investments	-	-	2,702	-	500	3,202
Current assets	4,063	-	1,957	138	628	6,786
Current liabilities	(3,520)	-	-	(203)	-	(3,723)
Creditors greater than one year	(1,287)	-	-	(97)	-	(1,384)
Provisions for liabilities	(42)					(42)
Net assets	67,073	12,565	4,659	12,831	1,128	98,256

Fund balances at 31 March 2021 were represented by:

	Unrestricted funds				Restricted	Total
	Endowment	Investment revaluation reserve	Designated	Within subsidiary	Parent company	
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible assets	14	-	-	-	-	14
Investments	60,993	16,258	2,405	13,181	-	92,837
Programme related investments	-	-	2,527	-	500	3,027
Current assets	6,370	-	-	127	421	6,918
Current liabilities	(4,131)	-	-	(122)	-	(4,253)
Creditors greater than one year	(1,531)	-	-	(13)	-	(1,544)
Net assets	61,715	16,258	4,932	13,173	921	96,999

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

22. Reconciliation of net income /(expenditure) to net cash flow from operating activities

	2022	2021
	£'000	£'000
Net income/(expenditure) for the year	1,257	14,869
(as per the statement of financial activities)		
Depreciation charges	9	10
(Gains)/losses on investments	(3,527)	(17,895)
Gains attributable to cash reserves	3	-
Dividends & interest from investments	(1,852)	(1,842)
(Gains)/losses on social investments	(30)	46
Dividends & interest from social investments	(48)	(44)
(Increase)/decrease in debtors	(166)	(247)
Increase/(decrease) in creditors	(691)	988
Increase in provisions	42	
Net cash used in operating activities	(5,003)	(4,115)

23. Analysis of cash and cash equivalents

	1 April	Cash flows	31 March
	2021	2021-22	2022
	£'000	£'000	£'000
Cash at bank and in hand	3,994	(307)	3,687
Notice deposits	2,232	10	2,242
	6,226	(297)	5,929

Comparative figures for 2020-21

	1 April	Cash flows	31 March
	2020	2020-21	2021
	£'000	£'000	£'000
Cash at bank and in hand	3,096	898	3,994
Notice deposits	3,489	(1,257)	2,232
	6,585	(359)	6,226

24. Programme 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 £661,273 (2021: £1,535,574).

25. Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	2022	2021
	£'000	£'000
Less than one year	141	202
One to five years	-	142
	141	344

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

26. Parent Charity

The parent charity's gross income and the results for the period are disclosed as follows:

	2022	2021
	£'000	£'000
Gross income	3,557	8,625
Surplus/(loss) for year	1,599	12,534

27. Subsidiary company

The Barrow Cadbury Trust is the sole member of the Barrow Cadbury Fund, a company registered in England and Wales, registered company number 503137. The registered office address is Kean House, 6 Kean Street, London, WC2B 4AS.

This subsidiary 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. All activities have been consolidated on a line by line basis in the statement of financial activities.

Available surpluses are distributed under Gift Aid to the parent charity.

The trustees Erica Cadbury, Anna Southall, Nicola Cadbury, Tamsin Rupprechter and Henry Serle are also directors of the subsidiary.

A summary of the financial results of the company is shown below.

	2022	2021
	£'000	£'000
Income from fixed asset investments	267	270
Grants receivable	28	-
Gains on sale of investments	1,232	928
	1,527	1,198
Grants and special initiatives	(403)	(43)
Administrative expenses	(107)	(107)
Surplus on ordinary activities before investment gains or losses	1,017	1,048
Unrealised gains/(losses) on investments	(699)	1,701
Surplus/(loss) on ordinary activities	318	2,749

Retained earnings

	2022	2021
	£'000	£'000
Total retained earnings brought forward	13,173	10,839
Surplus/(loss) on ordinary activities	318	2,749
Distribution under Gift Aid to parent charity	(660)	(415)
Total retained earnings carried forward	12,831	13,173

The aggregate of the assets, liabilities and reserves was:

	2022	2021
	£'000	£'000
Assets	13,136	13,308
Liabilities	(305)	(135)
Reserves	12,831	13,173

The Barrow Cadbury Trust (a company limited by guarantee)
Notes to the accounts for the year ended 31 March 2022

28. 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 2022 these amounted to £46,531 (2021 - £40,621). In addition the Barrow Cadbury Fund made a donation of £660,000 to the Barrow Cadbury Trust during the year (2021 - £415,000).

During the year trustees and key management personnel served on the Boards of three social investments and two grantees to which the Trust makes contributions. None of these posts is remunerated. These are as follows:

Name	Organisation	Nature of relationship to Barrow Cadbury Trust
Anna Southall	Bristol Together	Social investment
Deborah Pippard	Social Justice and Human Rights Centre Ltd (retired 23 November 2021)	Social investment
	Ethex	Social investment
	Global Dialogue	Grantee
Mark O'Kelly	Child Poverty Action Group (retired 24 November 2021)	Grantee

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