

REPORT TO TRUSTEES

BARROW AND GERALDINE S. CADBURY TRUST

1st April 1969 - 31st March 1971

The concluding paragraph of "An Account of 3 Charitable Trusts and a Benevolent Company", circulated to Trustees and others in January 1971, reads:-

"These notes have been prepared by P.S.C. in close consultation with A.W. They mainly cover a history of past development, but it is hoped that they will assist in charting the probable future pattern of both policy-making and administration."

The report which follows sets out how I have attempted to interpret the pattern of administration since my appointment on 1st June 1969.

2. Policy-making has remained in the hands of the Chairman, P.S.C., and the Trustees. But administration, in its purposes and procedures, affects policy-making while accepting its directives; the close working relationship which I have enjoyed with P.S.C. has ensured that this two-way relationship has developed, and not ossified. This report is an account of how I have tried to execute the Trustees' policy, not an exposition of the policies themselves. I have only indicated these in so far as they provide the framework within which I have tried to carry out my role as Administrative Secretary.

3. To some extent, the momentum of work in the office is sustained by the weight of the paper which flows through it. Between 1st April 1970 and 31st March 1971, 252 charity appeals have been received -- an

average of 21 per month. There is a smaller number of requests from individuals, mainly would-be students, for assistance. The system of listing the appeals at the end of the monthly report has served the office's need to legitimise our reply, as well as providing a ready reference system. Only one of these 252 appeals has been responded to in terms of a grant being made under the terms requested. (This was to Worcester Cathedral restoration fund: personal factors influenced this decision). Other appeals have provided leads to projects which were of interest to the Trust; Tutume Community Project, in Botswana, and the Christian Movement for Peace (Kurz Project, N. Ireland) both drew attention to areas of need which were subsequently followed up. Individual Trustees have also been able to "cross reference" their own response to applications received, and use the office as a source of information. We have reason to believe that most major Trusts respond to general appeals in the same way as ourselves, and consequently advise agencies in need of funds against this "round robin" approach, however successful it may be in generating contributions from interested individuals.

4. The Trustees' decision to maintain the bulk of the subscriptions incurred over the years also affects office routine. In 1969/70, 182 subscriptions amounting to £26,460 (average: £145.40p. p.a.) were paid; in 1970/71, this was reduced by 14 to 168 payments totalling £24,507 (average: £145.80p.), of which 16 were final grants. The largest group of subscriptions (1970/71) goes to London Yearly Meeting and its committees - £7,825; with the Friends World Committee for Consultation (£1,250), the Bedford Institute (£1,000), and the Retreat

Benevolent Fund (£1,000) and other Friends work and concerns (£1,130) amounting to £4,380. These together constitute half the total value of the subscriptions. Two points arising from these figures bear consideration: if the Society should decide to finance its affairs solely from the current contributions of its members, these grants should logically be stopped. Secondly, the actual grants made to each committee have been the result of cumulative decisions relating to particular situations, and can no longer be said to represent the corporate concerns of the Trustees or reflect the comparable financial needs of the committees involved. Nevertheless, any alteration in this allocation of funds will demand sensitive, and time-consuming, administration: Trustees will be alive to the issues which any re-appraisal will raise at Friends House.

5. Some perspective of the significance of subscription payments as a part of the whole can be gained from the following table:

TABLE I

Barrow and Geraldine S. Cadbury Trust

| | <u>1969/70</u> | | <u>1970/71</u> | |
|-----------------------------------|----------------|---------------|----------------|---------------|
| | <u>£</u> | <u>Number</u> | <u>£</u> | <u>Number</u> |
| Regular subscriptions | 26,460 | 182 | 24,507 | 168 |
| Specific grants | 41,276 | 36 | 16,833 | 24 |
| New development grants | 94,240 | 25 | 42,180 | 19 |
| Continuing development grants | 18,985 | 6 | 65,454 | 19 |
| Total grants | 180,961 | | 148,974 | |
| Administration | 4,150 | | 6,427 | |
| Total expenditure | £185,111 | | £155,401 | |
| Total income | £144,308 | | £218,804 | |
| Excess of expenditure over income | £40,803 | | | |
| Excess of income over expenditure | | | £63,403 | |

(Note on definitions: "Regular subscriptions" cover routine grants paid regularly, not related to any specific activity within the organisation. "Specific grants" refer to contributions, usually once-only, to building appeals, etc., where the Trust has not shared in any new thinking behind the scheme and the grant has not of itself permitted the project to go forward. "New development grants", on the other hand, are contributions to a new project in whose launching the Trust has played an active part, and which would not have seen the light of day in the form which it did had it not been for the Trust's participation. Few of these schemes are limited to a single year, particularly if salaried workers constitute the major expenditure item - hence the "continuing development grants".)

6. It is implicit in the final chapter of "An Account of Three Charitable Trusts and a Benevolent Company" that funds should be concentrated on sponsoring new initiatives. Two thirds of the total expenditure for each year under review was spent in this way; but an unspent surplus of nearly £65,000 in 1971 indicates either a dearth of new projects, or insufficient administrative resources to uncover areas of need. The Trust's procedures are adequate to give considered decisions on projects, as these are proposed from the office: quarterly meetings of all Trustees, lasting up to two hours, endorse major initiatives and propose new lines of enquiry. The senior Trustees in Birmingham are able to meet weekly, and approve grants which are in line with decisions already taken in broad terms. This system enables grants to be made quickly once a project has been finalised, and is much appreciated

by those applying. In other words, the excess of income over expenditure in 1970/71 would not be spent by "stream-lining" the decision-making process: there are larger issues of policy and administration at stake.

7. How broad should the Trust's interests become? The range of concerns shared by Barrow and Geraldine S. Cadbury justified the "general charitable purposes" which their Trust was to serve, and permits the present generation of Trustees to continue the forward-looking approach which so characterised, for example, Geraldine Cadbury's work in penal affairs. The scope of the Trust's current interests can be gauged from a summary of the new developments funded during the two years under consideration. (The categories are taken from the section headings in "Three Trusts and A Charitable Fund").

TABLE II

BARROW & GERALDINE S. CADBURY TRUSTNEW DEVELOPMENT GRANTS

| | <u>1969/70</u> | Total | Total | <u>1970/71</u> |
|----------------------------------|----------------|---------------|--------------|----------------------|
| <u>Society of Friends</u> | | | | |
| Hertford Prep. | | | | |
| Meeting | 200 | 200 | | |
| <u>Friends Meeting Houses</u> | | | | |
| Queensbridge Rd. | | | | |
| Recreation | | | | |
| Ground | 2,986 | 2,986 | | |
| <u>Peace & International</u> | | | | |
| <u>Understanding</u> | | | | |
| Friends Int. | | | | 1,000 United Nations |
| Centre, Geneva | 20,000 | | | Association |
| Centre for | | | | International |
| Analysis of | | | | Service for |
| Conflict | 3,000 | | | Tutume |
| Richardson | | | | 1,710 University of |
| Institute | 5,000 | | | Surrey |
| Third World | | | | 875 Kenya National |
| First | 1,900 | | | Youth Council |
| Intermediate | | | | 1,470 Council for |
| Technology | | | | Education in |
| Development | | | | World |
| Group | 4,600 | | | Citizenship |
| Student Appeal | | | | 1,000 Coordinating |
| for Refugees | | | | Committee for |
| in Africa | 500 | | | International |
| | | 35,000 | 6,055 | Voluntary |
| | | | | Service |
| <u>Penal Reform and</u> | | | | |
| <u>Penal Research</u> | | | | |
| Langley House | 5,000 | | | 1,000 Prospect Hill |
| Community of | | | | House |
| the Glorious | | | | 1,000 Norman House - |
| Ascension | 230 | | | Training |
| Holiday Home, | | | | 100 Norman House - |
| Isle of Wight | 500 | | | Carpentry |
| Glebe House | | | | 275 Prisoners Wives |
| Library | 50 | | | Service |
| London Centre | 6,000 | | | 1,000 London Centre |
| Peter Bedford | | | | 2,000 Inner London |
| Project | 400 | | | Probation Service |
| | | <u>12,180</u> | <u>5,375</u> | |
| Totals forward | | 50,366 | 11,430 | |

| | | | |
|---|-------------------------|----------------|-------------------|
| Totals forward | 50,366 | 11,430 | |
| <u>Education</u> | | | |
| Lucy Cavendish | | 1,000 | Budiriro Trust |
| College | 1,500 | 1,000 | Priority Area |
| Student | | | Playgroups |
| Community | | | |
| Action | 3,775 | | |
| Adult School | | | |
| Movement | <u>875</u> | | |
| | 6,150 | 2,000 | |
| <u>Education and Welfare of Handicapped</u> | | | |
| Charles Burns | | | |
| Clinic | <u>1,500</u> | <u>11,500</u> | Wargrave House |
| | 1,500 | 11,500 | Autistic School |
| <u>Housing and Town Planning</u> | | | |
| Shelter Housing | | 1,500 | Handsworth Day |
| Aid | | | Care Centre |
| Centre | 10,000 | 1,000 | Westminster |
| Runnymede | | | Endeavour for |
| Trust | 1,400 | | Liaison and |
| Windmill | | | Development |
| Hill | 19,446 | 10,000 | Bilberry Hill |
| Double Zero | | | Training Centre |
| Club | <u>3,128</u> | | |
| | 33,974 | 12,500 | |
| <u>Family Life</u> | | | |
| Commonwealth | | 4,200 | Injured Children |
| Students' | | | Research |
| Children | | 550 | 66 Vincent Street |
| Society:- | | | |
| St. Edwards | 1,000 | | |
| Midland | | | |
| Region | 750 | | |
| Open Door | <u>500</u> | | |
| | <u>2,250</u> | <u>4,750</u> | |
| Totals | 1969/70: <u>£94,240</u> | <u>£42,180</u> | 1970/71 |

"Continuing Development grants" can also be tabulated, and indicate the type of commitment which the Trust accepts - at least in the short run.

TABLE III

BARROW & GERALDINE S. CADBURY TRUST

CONTINUING DEVELOPMENT GRANTS

| <u>1969/70</u> | | <u>1970/71</u> | |
|--|---------------|----------------|--|
| | Total | Total | |
| <u>Friends Meeting Houses</u> | | | Queensbridge Rpad Recreation Ground |
| | | 597 | <u>597</u> |
| <u>Peace & International Understanding</u> | | | |
| | | 4,900 | Richardson Inst. |
| | | 4,675 | Intermediate Technology Development Group |
| | | 9,575 | |
| <u>Penal Reform & Penal Research</u> | | | |
| Frank Foster | | | Frank Foster |
| Fund | 500 | 700 | Fund |
| Southfield | 2,985 | 4,330 | Southfield |
| Cropwood | | 2,000 | London Centre |
| Scheme | 3,000 | 400 | Peter Bedford Project |
| | | | |
| | 6,485 | 7,430 | |
| <u>Education</u> | | | |
| Joint Bursaries | | | Joint Bursaries |
| Scheme | 1,500 | 4,500 | Scheme |
| International | | | Lucy Cavendish |
| Voluntary | | 1,500 | College |
| Service - | 1,000 | | Student Community |
| Midland Office | | 2,300 | Action |
| | | 875 | Adult School |
| Selly Oak | | | Movement |
| Colleges | | | Selly Oak |
| Development | <u>10,000</u> | <u>10,000</u> | Colleges Development |
| | <u>12,500</u> | <u>19,175</u> | |
| Totals forward | 18,985 | 37,277 | |

Totals forward 18,985 37,277

Housing and Town Planning

10,000 Shelter Housing
765 Aid Centre
 Runnymede Trust
 Centre for Urban
 & Regional
 Studies)3 yrs.
 Back payment)

25,427 14,662

Family Life

2,000 Commonwealth
750 Students'
500 Children Society:
 St. Edwards
 Midland Region
 Open Door

3,250

Totals 1969/70 £18,985 £65,454

1970/71

If both sets of development expenditure are combined, they give a more realistic impression of the attention given to each "sector".

TABLE IV

BARROW & GERALDINE S. CADBURY TRUST

TOTAL DEVELOPMENT EXPENDITURE

| | 1969/70 | | | 1970/71 | | | 1968/71 | | |
|--|------------|--------------|--------------|------------|--------------|--------------|------------|--------------|--------------|
| | <u>New</u> | <u>Cont.</u> | <u>Total</u> | <u>New</u> | <u>Cont.</u> | <u>Total</u> | <u>New</u> | <u>Cont.</u> | <u>Total</u> |
| Society of Friends | 200 | - | 200 | - | - | - | 200 | - | 200 |
| Friends Meeting Houses | 2,986 | - | 2,986 | - | 597 | 597 | 2,986 | 597 | 3,583 |
| Peace & International Understanding | 35,000 | - | 35,000 | 6,055 | 9,575 | 15,630 | 41,055 | 9,575 | 50,630 |
| Penal Reform & Research | 12,180 | 6,485 | 18,665 | 5,375 | 7,430 | 12,805 | 17,555 | 13,915 | 31,470 |
| Education | 6,150 | 12,500 | 18,650 | 2,000 | 19,175 | 21,175 | 8,150 | 31,675 | 39,825 |
| Education & Welfare of Handicapped | 1,500 | - | 1,500 | 11,500 | - | 11,500 | 13,000 | - | 13,000 |
| Housing & Town Planning | 33,974 | - | 33,974 | 12,500 | 25,427 | 37,927 | 46,474 | 25,427 | 71,901 |
| Family Life | 2,250 | - | 2,250 | 4,750 | 3,250 | 8,000 | 7,000 | 3,250 | 10,250 |
| | 94,240 | 18,985 | 113,225 | 42,180 | 65,454 | 107,634 | 136,420 | 84,439 | 220,859 |

8. The following notes on each new development project provide a little more detail to these tabulated, panoramic, views.

8.1 The Society of Friends as a Church

Hertford Preparative Meeting (£200) 1969

This grant financed the publication costs of a book giving the early history of Hertford Friends, on the occasion of the 300'th anniversary of the meeting. It is an original contribution to knowledge of seventeenth century Friends.

8.2 Friends Meeting Houses

Queensbridge Road Recreation Ground, Birmingham (£2,986) 1969

The Moseley Friends Institute owns a commercially valuable open space in an area where schools have restricted space for playing fields. Rather than sell the land, the Institute's Trustees agreed to develop the area as an amenity, and a grant was made for this purpose.

(Contributions to meeting house building funds are classed as specific grants, rather than under the "development" heading. The building need not necessarily represent any innovation; and the proportion of the Trust's grant is rarely more than 10% of the total cost.)

8.3 Peace and International Understanding

Following papers produced by Kenneth Nicholson and A.E.W., the Trust's interest in international affairs has moved away from support for the "Peace Movement" as such. Education, reconciliation and social service across national boundaries have provided the theme, with contributions to "conflict studies" to provide new insight.

(a) Friends International Centre, Geneva (£20,000) 1969

Friends' contribution to international understanding through work with the U.N. and other agencies in Geneva,

has been out of all proportion to the small number of staff there at any one time. However, the premises housing the offices of the international affairs and conferences and seminars programmes, together with the meeting for worship, are so inconveniently situated as to seriously handicap the efforts of the staff. Following Kenneth Nicholson's original visit, the Trust has offered F.S.C. a total of £40,000 towards the purchase of suitable office accommodation. Several efforts to buy have fallen through, and this initial grant has been made available to meet the expenses of purchasing and serve as a deposit.

(b) Centre for the Analysis of Conflict, University College, London (£3,000) 1969

Anthony de Reuck had been working for his Ph.D. at his own expense at this Centre, having resigned as assistant editor of "Nature" because of his growing interest in problems of international conflict and collaboration. The grant enabled him to continue for another year; and a further offer to the University of Surrey (£1,710, half year, 1970) led to the creation of a new post in conflict theory in their department of international studies. This element in their teaching will be further strengthened in the next quinquennium, using the university's own resources. Anthony de Reuck was appointed to this new post.

(c) Richardson Institute for Peace and Conflict Research (£5,000) 1969

The amalgamation of the Peace Research Centre at Lancaster University with the London-based Conflict Research Society, coupled with the rather insecure base of conflict studies in universities, led to the creation of the Richardson Institute. This was to provide facilities for research as a supplement to

university openings, a base for visiting scholars and students, and a public platform on peace issues. The Trust has provided the funds necessary for the administration of the Centre - principally the salary of the Research Administrator on a university lecturer scale - on the basis that it will attract research funds from appropriate sources in so far as it attracts suitable workers. This has proved to be the case, and a second grant of £4,900 has been made in 1970, under the "Continuing Development Projects" head.

(d) Development and Education

Kenneth Nicholson's concern for the teaching of international affairs in schools led to the Trust's offer of three year support for a Midlands office of the Council for Education in World Citizenship (£1,470, 1970). Taking this further, A.E.W.'s contacts with Third World First resulted in a grant of £1,900 (1969) to enable this student-initiated organisation to extend their work in universities through a "Third World File" which has become a standard source of reference. This movement, in turn, has formed a link with the Intermediate Technology Development Group: the Trust made a first grant of £4,600 in 1969 to establish their Industrial Liaison Unit, and has followed this up on a three year basis. Part of the Unit's work has been to involve students of technical subjects in projects related to the needs of developing countries.

Not all student ventures have a long life or a happy one. An appeal from Student Action on Refugees in Africa (S.A.R.A.), based on the University of Warwick, resulted in an offer of £500 (1969) - principally to give A.E.W. a voice in its counsels,

in view of its ambitious objectives. These doubts proved justified, and the organisation collapsed with heavy debts. Trustees agreed to pay the £500 through World University Service, which administered the winding-up, so that the office staff could get paid. The participation of young people in longer term voluntary projects across national boundaries was encouraged by the Trustees, in releasing A.E.W. to participate in training courses for volunteers, and a grant of £1,000 to the Co-ordinating Committee for International Voluntary Service to enable representatives from African organisations to attend an important policy conference.

(e) Overseas Projects

A four-week visit by A.E.W. to Africa has indicated how difficult it can be to find schemes able to use the financial resources available through the Trust. A working paper approved by the Trustees set out criteria by which overseas applications could be judged: priority was to be given to non-government schemes aimed at training local people, in villages or urban wards, in the technical and bureaucratic skills needed for development work at community level. In Kenya, a grant of £875 (1970) to the National Youth Council was to employ a counterpart Executive Officer to the expatriate volunteer who would set up the training programme in "village polytechnics" - but we have not heard of an appointment to date. The Pre-School Playgroups Association in Malawi submitted a scheme for funding in 1971/72, to train play leaders in urban areas. Plans to set up a Brigade Instructors Training School in Botswana also moved slowly - partly because of the complexity of

the policy decisions to be taken - but will come to fruition in due course. A single cash contribution to the Tutume Development Project, also in Botswana, enabled the Secondary School to open on schedule; of more importance was a grant of £1,000 p.a. (1970) to U.N.A. to finance a British volunteer secretary to the project. (She felt it right to leave after 6 months, along with the majority of the staff, following disagreements with the expatriate project director.) Arrangements were also finalised to meet the salary of the secretary to the Mochudi Centre, a local headmaster who was replacing an expatriate volunteer (£1,000 p.a.); the project sponsors a range of rural development schemes, concentrating on training programmes.

8.4 Penal Reform and Penal Research

The provision of hostels for ex-offenders discharged from prison has recently become a significant element in the Government's policy on penal affairs. The Trust's interest in the prisoner's family, and his welfare after discharge, has taken the form of a number of experimental schemes - intended to pave the way for the expenditure of public funds, rather than provide anything approaching a comprehensive service. In some cases (listed below) the Trust has provided the funds necessary for a major new initiative; there have been other contributions to new or on-going schemes. To qualify for Trust support, there has to be an element of experiment or innovation in the proposal.

(a) Langley House Trust (£5,000) 1969

This grant permitted the Langley House Trust to go ahead with purchasing hostel premises for ex-prisoners. The particular purpose of the scheme was to provide

employment where the industrial skills learnt in prison workshops could be put into practice. Although it had been expected that the hostel would be in Newhaven, it was finally purchased in Coventry.

(b) Prospect Hill House (£1,000) 1970

The Birmingham Diocesan Council for Social Aid came into sufficient funds to launch this hostel for ex-prisoners with alcoholic problems, with close support from the All Saints Hospital in north Birmingham. The Trust's grant permitted the purchase of furniture and equipment, together with a positive bank balance, when the hostel opened.

(c) Peter Bedford Project (£400) 1969

Based on the Bedford Institute, this experimental project provides long-term support for ex-prisoners - frequently with long sentences behind them - in the sphere of employment as well as social service. The work is unskilled, and the men would normally be classified as "work shy"; the project is now receiving additional funds from other sources on the basis of its early promise.

(d) Norman House: Training (£1,000), carpentry tools (£100) 1970

An "out of the blue" appeal from a would-be trainee warden drew attention to the lack of financial support for people choosing this career. A scheme was worked out with Merfyn Turner, of Norman House, by which the Trust will provide £1,000 (renewable) to the Norman House organisation for in-service training. The grant of £100 for carpentry tools has provided the necessary facilities for Norman House residents to pursue woodwork as a serious hobby, with experienced guidance.

(e) Community of the Glorious Ascension (£230) 1969

This project, in Alum Rock, north Birmingham, is run by Brother Trevor for adolescent boys in trouble. Our grant enabled him to provide overnight accommodation as a "half-way" house between institutional living (Borstal or approved school) and independent "digs".

(f) Prisoners Wives Holiday Home, Isle of Wight (£500) 1969

The Hampshire Probation service secured a small terrace house for the use of the families of prisoners on the Island, so that visits could be combined with a seaside holiday for the children. The grant permitted the house to be furnished, and it has been well used since.

(g) Prisoners Wives Service (£275) 1970

This London-based voluntary agency worked closely with the Probation Service in visiting prisoners' families. Dr. Pauline Morris was commissioned to produce a report of their work: it was agreed that this deserved wider circulation, and a grant was made to cover publication and distribution costs. A personal gratuity to Dr. Morris was paid from the B. C. Fund.

(h) The Winson Green Wives' and Families Centre was financed (£1,077) from the B. C. Fund, due to delays in registration as a charity. This has set a pattern - and standard - of voluntary concern for wives and children visiting prisoners: cups of tea and facilities for play are provided in old church premises opposite the prison gate. The initiative has come from the Probation Service, but the scheme can only operate because different voluntary organisations assume responsibility for each day of the week. Over 10,000 visitors used the Centre in its first two years (1969/71).

(i) The London Centre (£6,000) 1969, (£1,000) 1970

Experience had shown the difficulty of providing hostel support for ex-Borstal girls, and the Mellanby Trust - formed for this purpose - had to be laid down. The premises in north London were renovated and adapted for use as accommodation for girls who found themselves homeless in London. These two grants made this new initiative possible; there is a continuing commitment to meet the salary of the resident warden.

(j) Friends Therapeutic Community: Glebe House Library (£50) 1969

This Friends-initiated project for disturbed boys received "specific grants" from the Trust in 1967 (£5,000) and £1,000 (1969). This latter did not represent a new initiative: but the £50 for the library - for staff use - was worked out by Kenneth Nicholson and the warden, and represented a new development.

(k) Inner London Probation Service (£2,000) 1970

An application from the new Principal Probation Officer of the I.L.P.S. for funds to permit a visit to the U.S.A. by members of staff was accepted, but revised when other resources became available. Instead, visits to comparable institutions by staff of the new Holloway Prison will be funded from the grant.

(l) Problems of Alcoholism

Trustees have sanctioned a major initiative in the field of rehabilitation of those suffering from alcoholism. Although funds could be used to support existing hostels, it looks as though a research project to uncover the curative elements in hostel care may be feasible. Expenditure may not be incurred on a major scale until 1972.

8.5 Education

(a) Lucy Cavendish College, Cambridge (£1,500 for 5 years) 1969

This college, which is designed to meet the particular needs of married women graduates, has been the concern of one of the Trustees. The grant made over the five year period is to provide honoraria for the President, Senior Tutor and Bursar. The college has recently been "approved" for undergraduates.

(b) Budiriro Trust (£1,000 for 3 years) 1970

Opportunities for post-secondary education for Africans in Rhodesia is limited by lack of personal finance as well as restricted opportunities. This grant was made so that 3 Rhodesian students could take ordinary degree courses at the University of Malawi - Budiriro Trust representatives and the university authorities selecting the scholars. In fact, only one placement has been possible so far, so the grant is being used for other cases.

(c) Student Community Action (£3,775) 1969

The experience of a group of students involved in the Birmingham Rag of providing opportunities for service as well as fund-raising, led to an application to work out their ideas in more detail. The aim was always to involve students in the needs of a community, rather than just create opportunities for personal service - an approach which generated interesting discussions with voluntary agencies. The first year was spent in helping groups start in other universities, and organising conferences under the auspices of the National Union of Students; the second year (grant: £2,300) in extending to Colleges of Education, and writing an account of the opportunities

and problems encountered for publication. The "service" element also extended to a project in Balsall Heath.

(d) Priority Area Playgroups, Birmingham (£1,000) 1970

Grants from the P.S.C. Trust towards the publication costs of a reference book on teaching English to West Indian immigrants served to underline the need for pre-school language training. The play group organisation serving the city's "inner ring" and northern areas is providing opportunities for parental concern - by immigrants and natives alike - to express itself constructively, as well as much needed facilities for the children. The Trust's participation has also helped to facilitate a more active involvement by the City.

(e) History of the Adult School Movement (£875) 1969

The National Adult School Union and the University of Nottingham have agreed to sponsor a history of the adult school movement: this has been one of the historic concerns of B.C. The grant from this Trust and the Joseph Rowntree Charitable Trust permitted this study to go forward on a two year basis.

8.6 Education and Welfare of the Handicapped

(a) Charles Burns Clinic (£1,500) 1969

This unit is part of the Uffculme complex, serving the needs of brain damaged children. Facilities for speech training were so limited that bedrooms had to be used for testing and teaching: this grant was sufficient for an annexe to be built for these purposes.

(b) Wargrave House Autistic School (£11,500) 1970

A group of Friends in Hardshaw East Monthly Meeting had shared their concern with Lancs. & Cheshire General Meeting for a school for autistic children. The Trust was reluctant to sponsor this under Friends' auspices, but took advice from the Department of Health & Social Security and Carlson House School (Midland Spastics Association) and advised that a new agency be set up. Sufficient funds were provided for premises to be purchased and equipped, with an adequate bank balance to pay the teachers before the Local Authority payments were received.

8.7 Housing

Much of the Trust's most significant expenditure on housing does not appear in the "new development" figures. P.S.C.'s continuing membership of the Central Housing Advisory Committee does not even figure as an "expense"; and commitments to the Centre for Urban and Regional Studies, worked out personally by P.S.C., were "on-going" or continued, not initiated, during this period. The definition of "housing" has also been wide: the section in "Three Charitable Trusts" extends from urban environments, through regional planning, to country parks; covering recreation, youth services, and community activities. Projects initiated by the Trust reflect the depth and range of this concern.

(a) Shelter Housing Aid Centre (£10,000 p.a.) 1969

Extensive financial support from two other major Trusts made possible the conversion (or secularisation?) of the Catholic Housing Advisory Service to a Shelter agency. Besides acting as a service, and uncovering new areas of need, the scheme was designed to try out new techniques and approaches in a personal housing

advisory project which could be taken over by local authorities. By the end of the three year period to which the Trust is committed (January 1972), it is likely that the G.L.C. will be assuming the larger share. I am pressing for full reports.

(b) Runnymede Trust, for Handsworth (£1,400) 1969

With rapid re-development of the city's south eastern and western "inner ring" housing, and rising standards assumed by the public, the housing shortage for new immigrants to the City became still more acute. This co-incided with the influx of coloured workers, who found accommodation in the large, older housing in the northern belt of the city. Competition for scarce resources - housing, school and hospital places, social amenities - exacerbated latent racial tensions; and the Runnymede Trust employed Augustine John, a young West Indian, to produce a report on conditions from a black immigrant viewpoint. The Trust made a grant to Runnymede so that Gus John could continue to work in the area, following up his ideas; and drew on his observations and experience in determining its own policies.

(c) Handsworth Adventure Playground, for Day Care Centre (£1,500) 1970

Problems of child minding loom large where families live in over-crowded conditions, away from relatives, with many mothers having to go out to work for economic reasons. Although income from fees and per capita payments by the City cover routine running costs, adaptation of premises and purchase of equipment was beyond the resources of the voluntary group which ran the Adventure Playground and was ready to initiate the Day Care Centre. The project is now running smoothly,

with the full co-operation and backing of the City authorities.

(d) W.E.L.D., Handsworth (£1,000) 1970

The Westminster Endeavour for Liaison and Development was the deliberate creation of a group of primary school teachers, who were keen to use their own professional resources to help their pupils overcome deprivation in their backgrounds. W.E.L.D. began as a community-based parent-teacher association, and developed a street organisation in the neighbourhood of Westminster Road school. Progress was such that the members decided to work with the Midlands Area Housing Improvement Association in purchasing a property, where their activities could be extended on a full time and professional basis. The Trust agreed to provide the deposit on the premises. It has not proved easy for the W.E.L.D. members to raise the balance (£8,000), but it appears likely that the scheme will go forward.

(e) St. Basil's Centre (Double Zero Club) (£3,218) 1969

St. Basil's Centre, in Deritend, has become the focal point of the Diocese's work with "unclubbable" young men. Dressed either as Hell's Angels, or at least in similar garb, they attend with their motor-bikes and girl-friends. The Revd. David Collyer has been able to provide them with useful outlets - as dispatch riders with urgent medicaments, etc. This grant made possible the adaptation of the premises for a coffee bar, with improved toilet facilities, central heating, and a motor cycle workshop. This type of project has its ups and downs over time, and current reports are satisfactory.

(f) Bilberry Hill Training Centre, Birmingham Federation of Boys' Clubs (£10,000) 1970

These buildings were originally put up by B.C. to serve as tea rooms for Lickey Hill walkers. They are now used as a youth leaders' training centre, and the grant has permitted additional accommodation to be provided. Courses can now run more economically, and handle a wider range of membership.

(g) Windmill and Waseley Hills (£19,446) 1969

When the opportunity arose to purchase 100 acres of land above the 700' contour in the range running between the Lickey and Clent hills, P.S.C. was able to take a quick initiative through the Worgan Trust. The grant was therefore from B. & G.S.C., through Worgan, to the vendors. The land is now being bought by Worcs. C.C. from the Worgan Trust for development as a country park, on a 75% grant from Government; the money paid is being recycled to the Council and National Trust for the provision of amenities - also on a grant basis. There are plans to have demonstration farms available for visits by school parties.

8.8 Family Life

(a) Commonwealth Students Children Society - St. Edward's House, Malvern (£1,000) 1969

This organisation was formed by West Africans to meet the needs of children either born here or accompanying their parents. There is no specific commitment to them under the statutory services. Standards of case-work are high, and demand is at present increasing. The Malvern project provides residential accommodation for those children who need it, with facilities for parents to stay over week-ends. The "continued" grant of £2,000 p.a. is to cover the salary of an additional nurse, so that more children

can be taken in and provide additional revenue, as well as release the Sisters (based on St. Edward's House) for more work with the public.

(b) Commonwealth Students Children Society - Midlands Office (£750) 1969

All casework used to be in the London area although there was no reason to assume that the problems were restricted geographically. The small grant to enable a Midlands office to run for a year was enough to show that the needs of this group were not localised; 50 cases were handled, on a part-time basis. Support is now being extended to allow for case-work (full-time) and "extension", with the active interest of the Social Services Dept. of the City.

(c) 66 Vincent Street - Student Community Action (£550) 1970

Growing support for S.C.A. (cf. under Education, 8.5 (c)) indicated that there was a case for running a pilot project which would permit students at Birmingham colleges to participate closely in the affairs of a deprived area of the City. 66 Vincent Street, in old Balsall Heath, was chosen with the help of the Housing Dept., as a base from which families could be helped to prepare for being moved. The property was identical to those surrounding it, all scheduled for demolition. The project has not been a total success in the terms anticipated: students were erratic, and although the children used the house, their parents did not "participate". A record is being kept, and should provide insights into the problems of mounting a difficult scheme.

(d) Injured Children, University of Birmingham
(£4,200) 1970

Support to a "baby battering" research project in London was discontinued when promised progress reports were not forthcoming; a project suggested in Birmingham was funded instead, with A.E.W. on the steering committee chaired by Prof. Trethowen, Dean of the Medical School. A team headed by a psychiatrist, with a psychologist and social worker, are investigating all hospital cases of children under four years old with "unexplained injuries", and will be matching these with controls. Research concepts in this area are difficult to handle, because of the range of relevant factors and the values and emotions of the research staff: but it is reasonable to expect a series of papers indicating factors which could identify children at risk as the work progresses. The University and Regional Hospital Board pay medical salaries; the Trust meets the team's expenses.

9. Even within the "new developments" sector, it can be seen that support is given over a wide range of subjects, in a variety of ways. The link between each subject is, quite simply, that it represents an area of concern not only to one or other of the founders of the Trust, but to the present Trustees. (There is an arbitrary element in allocating grants to headings: does a Young Friends international work-camp in a deprived urban area working with old people come under Friends, peace, education, housing, or family life?) This may justify the subject's presence in the "portfolio", but the administrative staff might have difficulty in providing professional support for innovating projects over so wide a range. In the field of education, for example, which is of considerable interest to Trustees, the only

"institutional" innovation is the grant to Lucy Cavendish College, which is bringing new concepts to bear on opportunities for, and contributions to scholarship by, married women graduates. I am not qualified to accept membership of the F.E.C., and therefore have not been able to share in fresh thinking about the place of Friends' education in terms of the country's, or Society's, needs.

10. To some extent, the way the Trustees have agreed to support projects or organisations has mitigated the lack of professional knowledge by office staff. By giving as much (in 1970/71) in subscriptions or specific grants as to new projects, the Trustees place the burden of innovation and administration on the recipients rather than this office. Conversely, such grants are only made to organisations whose purpose and capabilities are acceptable to Trustees. One implication of this is that a recipient of a regular subscription is not expected to apply for a specific or development grant as well; another is that such administrative support is not granted where there is room for doubt concerning the viability of the applicant. A danger is that support from the Trust may represent such a high proportion of regular income that neither side feels free to depart from original understandings, which may be outmoded. The pace of inflation is now such that by holding grants constant in money terms, their percentage significance falls automatically: but the issues involved in disengagement will become more pressing with the passage of time for "continued development grants". I will return to this point later.

11. Most of the Trust's subscriptions could be said to go towards the "general administrative" costs of the recipients. Is it reasonable to accept an element - say 10% of the total - as an "administrative overhead" when making a new research grant to a university? One at least of those whose project the Trust supports refuses, on principle, to include "administration" in his submission; other Trusts take an equally firm stand. Our normal policy is to accept this as a charge, although it is rarely worked out in marginal cost terms. On the other hand, for a voluntary agency this element of their expenditure can be quite the most difficult to raise from contributions; this is especially true for overseas projects started by expatriate volunteers and taken over by local personnel.

12. Flexibility in offering support for salaries, equipment or buildings also facilitates the Trust's response. It can call for fine judgement whether a project's initiators ought to appeal widely for funds for something tangible and "appeal worthy", like a building; or whether they should be relieved of financial anxiety by a large grant, so that they can concentrate on putting their ideas into practice. This has been the Trust's attitude to the Richardson Institute for Peace and Conflict Research, and the Wargrave House Autistic School: public funds being called on to support individual research workers, or provide running costs through pupils' fees. Where an appeal is considered appropriate, Trustees have made a "specific grant", earmarked as a contribution. An exception to both these approaches is a grant of £10,000 to F.S.C. for "unbudgeted expenditure". It does not appear in financial figures during 1969/71,

as it was last made in 1966 and has not yet expired: its purpose is to help F.S.C. feel free to follow up unforeseen opportunities at short notice - for instance, the fares of those trying to mediate during the Nigerian civil war. F.S.C. is not expected to ask the Trust's "permission" before spending; nor does the Trust seek to have any control (only an account of expenditure). Such an arrangement clearly demands an unusually close relationship of mutual respect.

13. It is generally assumed by applicants that because major Trusts like to be associated with the pioneering stages of a new venture, there is likely to be difficulty in securing support from another Trust for a further period. This is frequently true, but has not inhibited this Trust from offering support to help a worthwhile venture continue. The Van Leer Foundation was the first to offer major backing to the Birmingham Priority Area Playgroups scheme, now being supported to an increasing extent by B. & G.S.C. It has also led the Trust to offer support for a continuing period, so that the original beneficiary did not have to find a new "sponsor" - as in the case of the Frank Foster Fund or S.C.A.

14. It is not always easy to decide how much administrative time it is appropriate to spend on any particular project. One of Parkinson's Laws pointed out that the Board spent more time discussing the bicycle shed (£100) than the nuclear reactor (millions), and the same danger applies to "small grant" situations. On the other hand, what may count as a "small grant" to the Trust (under say £500), and therefore in monetary terms not justifying much time, could loom extremely large in the eyes of the applicant. It appears to those running the project

that a magic wand is waved and money which would have taken them years to raise appears in ten days. This can as easily be demoralising as encouraging; and may affect the project leadership's relations with their supporters, in that there is pressure to account for their policies to the Trust rather than their membership. The policy of anonymity is an important protection against this danger; it is frequently assumed that the Trustees would like to see public acknowledgment of their "generous support.....". I am able to explain the Trustees' wishes to remain anonymous in terms of ensuring that credit should remain where it is due - to the committee, for initiating and administering the scheme, usually on a voluntary basis, and not to the Trust, for doing its job and not wanting to be swamped with new applications.

15. A sudden access to funds by one organisation could also affect its relations with other agencies. News of the grant of £1,500 to the Handsworth Day Care Centre was withheld until their premises question was absolutely secure. The application was made when it was assumed that Villa Road Methodist Church Hall would become available. This did not in fact happen, after long discussions within the Methodist organisation. If word had gone out that the Day Care Centre had £1,500, the Church Trustees might have felt obligated to accept the Centre against their better judgment, with consequent difficulties stored up for the future. Insead of which, the City provided a house which needed £1,500 worth of adaptation and equipment, and the funds were immediately available.

16. This sort of discussion implies that relationships between the sponsors/applicants and this office have moved from the purely official or bureaucratic to the personal. This has been my objective: another statistic could be that I am on Christian name terms with 15 out of the 18 new development scheme sponsors in 1970/71. I am not yet certain what are likely to be the longer-term implications of this relationship. In order to keep myself - and I hope Trustees - informed of the progress of these schemes, I find myself in the role of advisor rather than inspector, with informal discussions over lunch and the telephone. This is time consuming, and may be one reason for the decline in the number of schemes; but, it does reflect the number of schemes continued into second and further years. The trust's policy of restricting most of their support of new initiatives to the West Midlands also makes this personal relationship possible. My monthly visits to London are taken up primarily with Friends House business, secondly with "policy" discussions with Ministries and national headquarters; and thirdly with London-based schemes, like the Richardson Institute or Southfield. (Conversely, other Trusts tend to look on schemes originating in Birmingham as coming from "Cadbury" country. This may lead to difficulties in the future.)

17. This policy of "personal contact" with project sponsors is almost reversed in the case of students who are receiving support from the B.C. Fund. These are scarcely ever "selected" by the office; they are recommended by University staff responsible at Birmingham and Aston as "cases" whose studies would have to terminate if financial support is not forthcoming. These are overseas students, whose grant is affected by a coup

d'etat or the death of their sponsor. We do not draw a veil of anonymity over the source of their help; and where I do take steps to meet students who may need support over a second year, it is stricly not on an "interview" basis. I have not tried to foster a close relationship with any of them.

18. My first two years have been spent in "engaging" the Trust's interests. This is compatible with the relaxed personal support I try to give to sponsors. Problems of disengagement have not yet loomed large, except in the case of Southfield. I am not sufficiently close to this situation, or experienced enough, to draw any generalised conclusions. There is clearly a case for the Trust to state its withdrawal of Financial support in terms which are as explicit as those in which its original commitment was expressed. But what are a Trust's moral obligations to schemes in which it took a major part in starting? Trustees will have noticed the number of new projects in which the Local Authority is already involved, to some degree; in Southfield's case, the Home Office can be expected to play a major part in the future. But what about the Midlands office of the Commonwealth Students Children Society? Local authority support may extend to the caseworker and even the "overheads", but never to the secretary's salary. A "continuing development grant" will turn into a subscription, and become the major prop, with the Trust having powers of life and death over the organisation. This is not insoluble - schemes like this can run on a "rolling" three year basis, with annual reviews. But those involved find themselves generating the justification for their work, and a personal relationship which is only sweetness, light

and advice will be inadequate if a coup de grace has to be administered. This kind of problem will be more acute in situations where the scheme is providing a personal service, where other people will suffer directly if support is withdrawn, than in a research programme whose duration can be anticipated and phased. In short, decisions concerning withdrawal and steps to effect it are likely to become increasingly time consuming, at the same time as an increasing proportion of Trust support goes to "continuing projects" initiated with the Trust's participation.

19. The role of the Local Authority at the start and conclusion of projects has already been mentioned. In each case so far, discussion has been on an "ad hoc" basis: is this a scheme they could consider taking over in an area of need, and does the "experimental" element reflect problems coming within their experience? This approach is not so simple when applicants for urban aid from the Home Office have their schemes ranked low in priority by the City Council, do not get the grant, and come to the Trust instead. Nor is it so easy to work in with a youth service which appears to place a higher priority on festivals in Cannon Hill Park than adventure playgrounds and permanent staff in Handsworth and Small Heath. My discussions with the Junior Minister and senior civil servants in the Home Office indicate that they see a function of a Trust such as this including participation in those discussions which lead to the formulation of priorities, policy, and new schemes: in other words, that Trusts should switch from project grants to programme support. This would only be revolutionary in the eyes of the Charity Commissioners, who would - rightly, - recognise that the Trust was participating in a political

(though not in the "party" sense) process in subjecting programmes conceived by the Local Authority to the same kind of scrutiny which is given to projects proposed for subsequent take over. I believe that this is a role played by certain Foundations in U.S.A. much more readily than has been the case in this country. If this line of thought is acceptable to Trustees, it implies a higher level of "overheads" than at present, and a rather different pattern of "new development projects" as an end product.

20. My membership of the Gulbenkian Community Work Group has served the dual purpose of enabling me to share in discussions of new directions in social policy - including such considerations as the role of local government - and establish contacts with other Trusts and Foundations. As far as I know, there is no organisation comparable to the Council of Foundations in the U.S.A. to which the major Trusts are affiliated: any discussions or ideas can only take place on personal initiatives. In that a uniformity of policies could serve to defeat the objects of such Trusts, this lack of organisation leaves the way open for unorthodox agencies with unprecedented proposals to find a sponsor; at a local level, however, it probably means there is a good deal of inefficiency in making grants to voluntary schemes in the City. There is a case for a concentrated effort to gather together the administrative staff or executive Trustees of West Midlands charities, if only so that we know who our colleagues might be. This, again, would take up administrative time at the expense of working up new projects.

21. Relations with the Rowntree Trusts - particularly the Charitable Trust - have been much closer. My contacts are still on an ad hoc basis, rather than a routine exchange of information and ideas. Since neither Trust is trying to mirror the other, even on a regional basis, a closer relationship may not be called for; I do, however, feel that I still have much to gain from the experience of their staff. It may interest Trustees to know that my contacts with the Rowntree Trusts are very much more frequent and substantial than with all the other Cadbury Trusts put together. Although the number of the family trusts sometimes leads to confusion in the public mind - should applicants write to them all, or is one letter enough - it also means that there can be a range of responses, from the favourable to the negative, which makes it less likely that a sound scheme will founder because it does not exactly fit all the criteria laid down by one particular donor. (Nor are we ourselves immune from problems of nomenclature. One Danish applicant insists on addressing me as "The President of the Rowntree Trust"; letters also reach us intended for Borrow, and Barrel, Cadbury. One was sent, with friendly familiarity, to Barry and Geraldine, S. Cadbury Trust, 2 College Walk. And Sir Cyril Black, ex-M.P., seems to regard me as a close personal friend from whom he only asks very special favours.)

22. Two years as Administrative Secretary in an office such as this provides more opportunities for asking questions than drawing conclusions. I am particularly grateful for the way in which Trustees have responded to my queries and resolved my doubts about the schemes which I have placed before them. I hope that they will

feel that the administrative framework being developed is one that reflects the policies which the Trust has developed over the past fifty years. And as the financial resources of the Trust continue to grow, Trustees may feel that the time will come to strengthen the administrative team in the office. Unspent income, closer links with central and local government thinking, problems of disengagement from sponsored schemes, and stronger links with other trusts and foundations, may not all have an equal claim to the Trust's attention; but the search for new initiatives in as broad an area of concern as that chosen by the Trust is putting a heavy strain on existing staff resources.

23. Our family often wonder how fairy tale idols manage to live happily ever after, quite so quickly after such traumatic experiences. Even with such constant support as I have received from Trustees, and P.S.C. in particular, I doubt if any Trust Administrator ever reaches the stage of living happily ever after: he can't afford to find the world is passing him by. Keeping ahead of developments, rather than just abreast, makes for a challenging job. I hope I have discharged it to the Trustees' satisfaction.

Addendum

Trustees will have noticed that the notes on projects refer strictly to the period before 1st April 1971. There is little reference to forward planning undertaken during this period: for instance, the actual payment (£4,500) to the Institute of British Geographers for the joint Indian-U.K. town planning seminars, under the leadership of Professor Michael Wise, was made in July 1971. The seminar programme is going ahead this summer as planned; and the P.S.C. Trust has financed

the visit to India by Professor R. G. Lister of New Zealand in connection with socio-geographical studies of village structure. Our contacts with Lord Caradon have also reached the point at which the B.C. Fund is ready to finance a visit to the Middle East if he feels that this is appropriate. A closer interest is also being taken in the role of the Quaker United Nations Programme and a decision in principle has been made to fund a Youth Associate as a fourth member of the team.

The Trust's concern in the affairs of N. Ireland was expressed through a visit by A.E.W. in April, which is resulting in a number of grants to non-official organisations trying to play a reconciling role. Nearer home, contacts with the Afro-Caribbean group in Handsworth have led to a recurrent grant for rent from the B. C. Fund; I think I detect a relaxation in their rather tense attitude to white outsiders. Trustees will be aware of developments in other spheres - Priorsfield, Prospect Hall, drugs - through the monthly reports.

This continued growth in activities has meant that the question of office staffing is assuming greater importance. Discussion of this report will be on the agenda of the Trustees' meeting on 19th September next, and the appointment of a second administrative secretary will be one of the matters arising.

Anthony E. Wilson

7 Sept. 1971