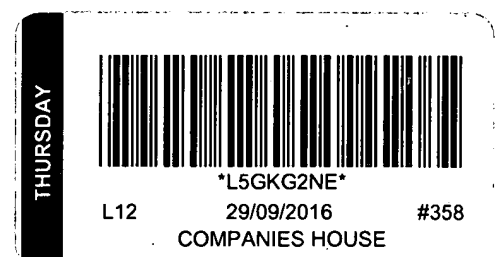


REGISTRAR OF COMPANIES

The Tony Blair Faith Foundation

Annual Report and Financial Statements

31 December 2015



Company Limited by Guarantee
Registration Number
6198959 (England and Wales)

Charity Registration Number
1123243

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Reference and administrative details of the charity, its Trustees and advisers

Patron	The Right Honourable Tony Blair
Trustees	Jeremy Sinclair (Chairman) Sir Michael Barber Robert Clinton Baroness Gail Rebus, DBE
Company secretary	Tyrolese (Secretarial) Limited
Chief Executive	Angela Salt OBE (from 04/08/2015) Charlotte Keenan (to 28/02/2015)
Registered office	66 Lincoln's Inn Fields London WC2A 3LH
Correspondence	PO Box 60519 London W2 7JU
Website	www.tonyblairfaithfoundation.org
E-mail	info@tonyblairfaithfoundation.org
Company registration number	6198959 (England and Wales)
Charity registration number	1123243
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Lloyds Bank plc 25 Gresham Street London EC2V 7HN
Solicitors	Farrer & Co LLP 66 Lincoln's Inn Fields London WC2A 3LH

REPORT SUMMARY

The Trustees present their statutory report together with the financial statements of The Tony Blair Faith Foundation for the year to 31 December 2015.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 25 – 29 of the attached financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and the requirements of Statement of Recommended Practice on 'Accounting and Reporting by Charities' applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

CHARITABLE OBJECTIVES

The Trustees confirm that they have referred to the direction contained in the Charity Commission's general guidance on public benefit when reviewing the charity's work this year and in planning future activities. The Trustees have also had regard to all relevant supplementary guidance. The Trustees agree that the Foundation's aims are demonstrably for the public benefit in the following areas:

- educational;
- designed to increase understanding of religious extremism and how it may be countered;
- available free to the public, for example via its website.

VISION

We provide practical support to counter religious conflict and extremism in order to promote open-minded and stable societies. Prevention of extremism will only be effective if we build a strategy that deals with the ideas, of which the violence is a tragic symptom.

OUR APPROACH

This was an important year in the evolution of our work. The Foundation launched a new international affairs think tank that aims to help policy makers understand the ideology behind religious violence occurring around the world. Our work on the ground expanded to reach new areas and audiences. The Foundation's global schools programme continued to

OUR APPROACH (continued)

flourish and our work supporting leaders benefited from new strategic partnerships with international organisations.

Our work can be divided into three main areas:

- The Foundation helps improve existing strategies and approaches to countering religious conflict and extremism through our Centre on Religion & Geopolitics. We provide analysis on the interaction of religion and conflict globally, offering policy options for decision makers through evidence-based reports, media commentary, events and briefings.
- Our programmes are focused on education and leadership support. Since launching in 2008 the Foundation's global schools programme has equipped 180,000 young people around the world with the knowledge and skills to respect diversity and difference. Through our leadership support programmes we empower campus leaders and Muslim seminarians to counter religiously characterised hate-speech and extremist narratives within their communities.
- We are developing a campaign for a Global Commitment on education to prevent extremism. It will work with governments to help them implement quality education that builds resilience, removes all prejudicial materials from places of learning and supports freedom of religion, equality and the rights of all people.

The main users of the Foundation's services are members of the general public in the UK and globally; school children; policy makers; teachers; governments; religious leaders; international institutions; community activists; and the media.

We are not a religious organisation – the Foundation works with those of all faiths, and none, committed to helping us fulfil our mission. We generate new ideas and share resources so that they can have greater impact on the ground.

In 2015 we defined a clear approach and operating model as we take our work forward. This model and how it operates in practice is outlined below:

Model: Think, Do and Advocate

WHERE WE WORK

In 2015, the Foundation worked in 19 countries around the world : Canada, Egypt, India, Indonesia, Israel, Italy, Jordan, Kosovo, Lebanon, Mexico, Nigeria, Pakistan, the Palestinian Territories, Philippines, Sierra Leone, the United Kingdom, Ukraine, the United Arab Emirates, and the United States of America.

ACTIVITIES AND ACHIEVEMENTS:

RESEARCH: CENTRE ON RELIGION & GEOPOLITICS

The Centre on Religion & Geopolitics (CRG) is our international affairs think tank. Starting as a web resource called Religion & Geopolitics in June 2014, the initiative grew and developed in 2015, holding events, roundtable discussions and briefing policy makers and the media. We launched as CRG in September 2015.

CRG presents informed analysis on the interaction between religion and conflict globally, offering policy responses to meet the scale of the challenge.

CRG published two policy reports in 2015, both of which received widespread media coverage and have been cited and used by experts and decision makers around the world.

Inside the Jihadi Mind: Understanding Ideology and Propaganda conducted analysis on the propaganda of three jihadi groups: ISIS, Jabhat al-Nusra and al-Qaeda. The release of the report was marked with a keynote speech by the Rt. Hon. Tony Blair at the 9/11 Memorial Museum in New York. Our second report, *If the Castle Falls: Ideology and Objectives of the Syrian Rebellion* studied a selection of rebel groups in Syria, finding that while 90 per cent were committed to the defeat of Assad, there are over 15 groups, comprising more than 65,000 fighters, that share broad aspects of ISIS' ideology.

When tragic events (like the attacks in 2015 in Paris and Mali) require a nuanced analysis on the interaction of religion and conflict, our analysts have been able to provide it. Our expertise has been featured in a range of global media outlets, including *The Guardian*, *The Daily Telegraph*, *The Sunday Times*, *The Wall Street Journal*, *Foreign Policy*, *CNN*, *Fox News*, *BBC* and *Sky News*, as well as being publicly cited by leading third party experts.

CRG also worked hard to ensure their coverage included emerging issues not covered by global media outlets, such as the plight of the Rohingya Muslim community of Myanmar. The migrant crisis in Southeast Asia in the first half of 2015 brought the situation of the Rohingya Muslim community of Myanmar into the international spotlight. Recognising the concern that the 2015 elections could be a potential flashpoint CRG ensured that policy makers and journalists were provided with in-depth information on the plight of the Rohingya. This included briefings for Members of Parliament in the United Kingdom taking part in debates in the House of Commons on the *Rohingya Community of Myanmar* and *Myanmar and Human Rights*. CRG worked hard to ensure this emerging issue received the coverage it deserves. In 2015 we were able to provide readers with 112 different pieces on the topic.

ACTIVITIES AND ACHIEVEMENTS: (continued)

RESEARCH: CENTRE ON RELIGION & GEOPOLITICS (continued)

On top of these reports CRG's daily news brief provided 6,500 subscribers with the latest updates and insights and our private policy discussions convene diplomats, politicians and other policy makers to discuss key global challenges.

RESEARCH: EXTREMISM AND POLICY OPTIONS

In December 2015 we released the second volume in our *Global Perspectives* series. A range of global experts wrote chapters for *How to Prevent: Extremism and Policy Options*. This presented options for policy makers to consider when constructing a full spectrum response to preventing extremism. It featured a lead essay from a former UK Cabinet Minister, the Rt. Hon. Hazel Blears, drawing on her extensive and first-hand experience of devising and delivering government counter-extremism policies.

EDUCATION: FAITH AND GLOBALISATION INITIATIVE / INTENSIVE TRAINING

In 2015 we ran two successful training courses for students and professionals, using materials from our wider work. The courses were held in collaboration with our partners based in Canada and Kosovo.

EDUCATION: EQUIPPING YOUNG PEOPLE TO NAVIGATE DIFFERENCE

The Foundation's global schools programme, *Face to Faith*, equips young people around the world with the knowledge and ability to respect diversity and difference.

In 2015, we worked with teachers to enable students to gain the crucial skills of dialogue, critical thinking and religious literacy. Our programme also provides the opportunity for young people to practice these skills through facilitated video conferences, or in online dialogue in a secure, moderated community. Using this technology, students engage directly with their contemporaries around the world. These skills, combined with often life-changing experiences, break down religious and cultural prejudices, reducing the risk of conflict.

We worked with young people in 19 countries in 2015, including in some of the world's most challenging regions. Our classroom materials were taught to over 50,000 students and 482 video conferences took place.

We also worked closely with governments, through formal agreements with both the *Italian Ministry of Education, Universities and Research*; and the *Education Ministry of the Palestinian Authority*. Through these, we work in partnership to embed the programme's values, teaching methods and resources within their national curricula to help protect future generations from radicalisation.

We have continued to explore innovative new ways to connect students all over the world, including our first *Live Story* in partnership with Snapchat.

ACTIVITIES AND ACHIEVEMENTS: (continued)

EDUCATION: EQUIPPING YOUNG PEOPLE TO NAVIGATE DIFFERENCE (continued)

Our work promoting online dialogue expanded this year. As part of the Face to Faith online community, classes from around the world were grouped together to participate in carefully created *Team Blogging* opportunities that challenged them to engage positively with difference. These four-week online projects allow students to dialogue through written blog posts with their peers from different cultures.

As always, we are looking to provide an even better experience for students and began the development of a new online learning community that will launch in 2016.

Continuing to test our methodology and improve our approach, we are working in partnership with the University of Exeter to assess the attitudinal and behavioural change brought about by our education programme. The study reached its midpoint in 2015 and once finished in 2016, will examine and explain the change experienced by young people in a wide range of countries and educational systems, as they participate in the programme.

CASE STUDY

The 2014 peace agreement appears to have brought an element of stability to Muslim regions of the Philippines. But the history of the insurgency has been one of groups making peace and then slipping back into conflict.

Against this backdrop, schools in the Philippines teaching Face to Faith have been using dialogue as a peacebuilding tool, not only with global peers, but also within the communities in the Philippines.

Schools took part in 61 video conferences. In Mindanao, an area still divided by Muslim and Christian based conflict, Ateneo de Zamboanga University High School, working with our education team, brought together students from the Catholic, Muslim and indigenous communities for dialogue. This enabled them to learn about one another, as part of the schools' broader peacebuilding efforts.

"Deliberately teaching students the skills to dialogue will help create a strong constituency that expresses, sees and reaches out to persons of different cultural practices and faiths. I endorse this free resource for use, especially by schools in the Philippines, as it can help create a culture of encounter and understanding – seed beds of voices for peace."

Luisito G. Montalbo, Undersecretary, Office of the Presidential Adviser on the peace process (the Philippines)

ADVOCATE: GLOBAL COMMITMENT ON EDUCATION

There is no more potent weapon in the fight against extremism than empowerment through education. Yet, analysis shows that simply raising access to education is not enough to improve literacy rates and attainment. The quality of educational content and teaching is vital to vocational success in our globalised world.

ACTIVITIES AND ACHIEVEMENTS: (continued)

ADVOCATE: GLOBAL COMMITMENT ON EDUCATION (continued)

Likewise, there is evidence that simply increasing access to education and vocational training does not prevent extremism. What is needed is access to quality education that opens minds; that equips young people with the critical thinking, dialogue skills and inter-religious and inter-cultural knowledge to understand and respect one another.

The Commitment

This means reforming education systems. Governments must revise curricula and evaluate and improve teaching resources and training, while preventing teaching of intolerance or prejudice. As a core principle, young people must be taught that it is possible to hold a set of values while having respect for those whose values differ from their own, whether they be from different faiths, races, cultures or genders.

To succeed, governments need to be accountable for the content of their education systems; not just to the people that they serve, but also to the international community.

SUPPORTING LEADERS: IN NIGERIA

Nigeria faces a number of challenges. A major jihadi insurgency has led to widespread outbreaks of violence. The country also had elections in 2015 and in the past there has been post-poll tension and rioting driven by appeals to religious identity and by hate-speech.

In 2015, we worked with campus religious leaders from both Christian and Muslim faiths to counter hate-speech and extremist narratives in the run up to, during, and beyond the elections. Participants were drawn from campuses in the north, including those in some of the most conflicted states. The five day course for these campus leaders provided a safe space away from the pressures of their daily lives in which to reflect, discuss and develop plans for how they would work together to counter negative stereotypes and help build social cohesion on campus and in local communities. The course focused on the theological underpinning of reconciliation and mutual respect and on the core skills necessary to communicate this effectively.

Since returning to Nigeria participants have been implementing their action plans, by establishing local groups, engaging with the media and undertaking community action. We have evaluated their impact once back on campus. For example, participants have addressed over 2,500 campus students and staff at public events, secured thousands of signatures appealing for peaceful elections, recorded faith based appeals for peaceful elections and been featured on major radio and TV broadcasts with audiences in the millions.

ACTIVITIES AND ACHIEVEMENTS: (continued)

SUPPORTING LEADERS: IN NIGERIA (continued)

CASE STUDY

Bulama Bukarti, a Muslim lawyer from Kano State in northern Nigeria, explains how our programme supporting leaders in Nigeria has helped him become an advocate for peace:

"I have benefited a lot from the workshop... First it was courtesy of this workshop that I came into direct contact with my Christian brothers and sisters. This was never the case in Nigeria. I had never had the opportunity to discuss with any Christian, in the spirit of understanding, his faith and of him understanding my faith. Second, this dialogue has exposed me to the fact that contrary to what I thought before, the Nigerian problem is not bigger than something I can do. Before I came to this workshop I thought that the Nigerian problem was too big and I am too little to contribute anything. This workshop has built my confidence and really exposed me to the fact that I can really contribute something to solving the Nigeria problem, particularly the ethno-religious crisis in the country. Third, the workshop has also exposed me to truths and mechanisms I can use in communicating my idea and convincing the Nigerian community of all faiths as to the reason why they should come together, work together and build a strong self-reliant peaceful harmonious Nigeria. The workshop has also assisted me in recognising the fact that I am also guilty of some hate speech and I am sure to change the way I message my audience the next time I have an opportunity to speak after this workshop.

I will make a difference when I go back to Nigeria in many ways. First, I will try to be a model of what I have learnt here. A model of understanding other people, being good to them even though they do not belong to my faith. And then a model of showing how a Muslim should relate with those who are non-Muslims. I would use the knowledge I have gained here to invite more people to see reasons why we should engage in dialogue and interaction so that we may make our country more peaceful and have the opportunity of subscribing to our respective faiths without necessarily being violent against each other."

SUPPORTING LEADERS: IN EGYPT

Highly respected around the world as a centre of learning for over a thousand years, Al-Azhar is one of the world's oldest universities. Under the leadership of The Grand Imam, it is also one of the leading authorities within Sunni Islam. In 2015, the Foundation formed a strategic relationship with the World Association of Al-Azhar Graduates. This partnership established a collaborative relationship to deepen understanding and the communication of mainstream religious thinking in a globalised world, in order to support cohesive and stable societies. The first initiative under this agreement was a ten-week course for 53 Al-Azhari Islamic Studies graduates selected from countries across Africa. The course equipped participants to play a leading role in promoting positive narratives of inter-religious understanding and engagement to counter the narratives of hatred and division within their home countries.

ACTIVITIES AND ACHIEVEMENTS: (continued)

SUPPORTING LEADERS: IN EGYPT (continued)

In his speech at the Graduation Ceremony, the Vice President of the World Association of Al-Azhar Graduates, Sheikh Muhammad Abdul-Fadil al-Qawsi, said that, "Anyone who calls for Islam in a bloody manner, with intimidation and killing, is entirely missing the correct teaching of Islam." A course participant added that, "the most important ideas are those that enable us to address and counter the threats of extremist ideology and interpretations... We must now be responsible for spreading this understanding, and benefiting all societies around the world."

CASE STUDY

The first initiative with the World Association of Al-Azhar Graduates was a ten-week course in Cairo for 53 Al-Azhari Islamic Studies graduates selected from countries across Africa. Abd Algaber was one of the facilitators of this course:

"In my role as a facilitator, I presented many workshops that prepared religious leaders to confront the thinking of terrorist groups in their societies... The trainees came from different countries, different cultures and different societies, but had the same intention, the same vision and the same purpose of confronting terrorist groups and maintaining the values of moderation and tolerance in their societies.

These leaders look forward to build their communities. They trust in themselves and believe in the education, culture and religion as a base to build the societies and to face the terrorist groups. They are excellent leaders who really believe in the necessity of building bridges with the West and also with different civilisations from all over the world as an important tool to face the terrorist groups that threaten the entire world and destroy civilizations in the name of religion.

I believe in the abilities of those young leaders to maintain moderation and tolerance in their communities and also in their ability to achieve progress if they are provided with the appropriate tools and facilities that allow them to create tolerance, moderate and progressed communities."

SUPPORTING LEADERS: IN SIERRA LEONE

Our malaria prevention work in Sierra Leone was put on hold during the Ebola crisis but we were able to continue to provide support to those in our network. This included supporting public health advice given by the government and other international agencies through radio adverts and messages delivered by our network of religious leaders. In September 2015 we restarted the project, training faith leaders and supporting community volunteers who will work together in 2016 to conduct household visits in five key districts with messages of malaria prevention.

We have partnered with Caritas Freetown to adopt and host the final phase of this project. Caritas Freetown serve as the relief and development wing of the Catholic Church in Sierra

ACTIVITIES AND ACHIEVEMENTS: (continued)

SUPPORTING LEADERS: IN SIERRA LEONE (continued)

Leone, and have an extensive background in partnering with and supporting health projects and research programmes around the country.

SUMMARY

During 2015 the Foundation achieved the vast majority of its aims for future work as set out in the 2014 report. We attended and presented at key worldwide meetings where responses to extremism were discussed; achieved all of our stated objectives concerning the Centre on Religion & Geopolitics; published our second volume in the Global Perspectives series; started a major evaluation of our schools programme; partnered with a prominent seminary in the Middle East (Al Azhar) and we continued to build resilience to extremism within Nigerian communities. However, the Ebola outbreak meant our malaria messaging programme in Sierra Leone was severely limited for most of 2015 and our Face to Faith *Essentials of Dialogue* materials were delayed until 2016 while we translated the materials for dissemination. In addition, we made a strategic decision not to take forward our work in Kenya in 2015.

FUTURE PLANS

In 2016 the Foundation is working on our current existing projects and developing new programmes. Our 'Face to Faith' education programme will be rebranded as 'Generation Global' and the website updated, which we believe will assist in recruiting new schools and cultivate new partnerships. We will also release an in-depth research report that measures the effectiveness of the programme and we will further disseminate our *Essentials of Dialogue* materials.

Our work in Nigeria will continue to focus on supporting community leaders in the North East of the country and we will build on our partnership with Al Azhar in Cairo. We will also seek to develop new pilot projects and partnerships addressing emerging issues such as the role of women and religious extremism, and the rise of anti-Semitism in Europe.

In 2016 we will undertake advocacy internationally to bring about positive change to policies and practices. Learning from our experiences on the ground, this year will see us advocate for a Global Commitment on educating against extremism. This will seek to ensure that countries implement quality education that builds resilience, removes all prejudicial materials from places of learning, and supports freedom of religion, equality and the rights of all people.

The Centre on Religion & Geopolitics will continue to provide thought leadership and policy options to those analysing religion and conflict. We will also be organising several public events and release at least three major reports, including one to explore access to extremist material online.

ACTIVITIES AND ACHIEVEMENTS: (continued)

FUTURE PLANS (continued)

In Sierra Leone, after reaching more than a third of the country with potentially life saving malaria prevention messages our programme 'Faiths Act Sierra Leone' will end, once the project has been successfully handed over to local and international partners in 2016. The project will also undergo a thorough evaluation process.

Over the last eight years the Foundation's work has informed and educated people around the world. During 2016 the Trustees have been reviewing new opportunities for the charity and its future strategic direction. In particular, they have been considering an invitation by the Patron as to whether the charity might transition its operations and expertise to a new not-for-profit entity to be established by the Patron. This is seen as an exciting opportunity which will allow the Foundation's initiatives to build on their success, developing our work on a greater scale, for an even greater impact in future. The Trustees are exploring the opportunity and have sought regulatory advice about the proposal.

GOVERNANCE, STRUCTURE AND MANAGEMENT

Governance

The Foundation operates as a company limited by guarantee, under the terms of its Memorandum and Articles dated 2 April 2007. The Trustees, as charity Trustees, have control of the Foundation and its property and funds.

The Trustees have the power to establish a Finance, Audit & Risk Committee and a Nominations Committee. Given their small number they have decided to remain directly responsible for ensuring good governance and the safe application of the charity's assets. As such, the Committees have not needed to be convened.

The following Trustees served throughout the year and up to the date of approval of these accounts except as shown:

Trustees

Jeremy Sinclair (Chairman)
Sir Michael Barber
Robert Clinton
Robert Coke (Resigned 28th January 2016)
Baroness Gail Rebus, DBE

Under the Foundation's Articles of Association, a Trustee may be appointed or removed by resolution of the Trustees. Regard is had to the skills mix of the Trustees to ensure that the Foundation's Board has the necessary skills required to contribute fully to the Foundation's development. For this purpose the Chairman maintains a list of the relevant skills such that

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Governance (continued)

any additional or replacement skills may be identified and sought when particular Trustees retire. An ad hoc appointments group is established by the Chairman to consider the skills

and personal profile of the individual whose appointment would best contribute to the needs of the Foundation.

Trustee induction and training

The Trustees recognise that new Trustees need to be aware of the Foundation's charitable purposes, modus operandi, and its strategic plans. All new Trustees are provided with briefings by the Chairman and Chief Executive together with an induction pack including a governance pack and relevant briefings and guidance from the Charity Commission. Trustees are kept informed of developments in the law and accounting practices by their professional advisers and the Foundation's senior executives.

Key management personnel

The Trustees consider that they, together with the senior management team, comprise the key management of the Foundation in charge of directing and controlling, running and operating the Foundation on a day to day basis.

Changes in remuneration for the Foundation's key personnel are submitted in writing by the Chief Executive to the Trustees for discussion during formal Board meetings. Benchmarking is carried out against similar roles advertised by national and international organisations that the Foundation compares to. The chosen organisations may be similar to the Foundation in terms of scope and reach of their projects, numbers employed, income levels, or their level of success on a national or international basis. We also take into account salary surveys that are published by various organisations for the charity sector.

Patron's role

The Patron assists, for the benefit of the Foundation, the development and fulfilment of its aims and objectives. The Patron also generally promotes the Foundation and its activities, and supports the Foundation in generating funding. The Patron undertakes his role on a pro-bono basis.

The Trustees and Patron have agreed a memorandum to confirm the regulations governing the relationship between them. The Trustees would like to record their thanks to the Patron for his ongoing support.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Religious Advisory Council

The Trustees established an international Religious Advisory Council comprising individuals at senior levels in each of the six main faiths with which the Foundation works, who are available to provide advice and help on the Foundation's work and plans. Members are drawn from many parts of the world, in order to present a range of perspectives from within each of the faiths and a variety of social, political and geographical contexts. The Advisory Council members have no responsibilities either individually or collectively for governance of the Foundation, or for operational performance.

Religious Advisory Council Members

- Dr Ismail Khudr Al-Shatti, Advisor in Diwan of HH the Prime Minister of Kuwait and former President of the Gulf Institute for Futures and Strategic Studies
- The Right Reverend and Right Honourable Richard Chartres, Lord Bishop of London
- The Reverend David Coffey OBE, Global Ambassador BMS World Mission, Past President of the Baptist World Alliance
- Professor Jagtar Singh Grewal, former Chairman of the India Institute of Advanced Study and former Vice-Chancellor of Guru Nanak Dev University
- Roshi Joan Halifax, Abbot and Headteacher of the Upaya Zen Center
- Most Reverend Josiah Idowu-Fearon, Bishop of Kaduna and Secretary General of the Anglican Communion
- Imam Umer Ahmed Ilyasi, Chief Imam of the All India Organization of Imams of Mosques
- Archbishop Diarmuid Martin, Roman Catholic Archbishop of Dublin
- Anantanand Rambachan, Professor of Religion, Philosophy and Asian Studies at St Olaf College, Minnesota
- Rabbi David Rosen, International Director of Interreligious Affairs of the American Jewish Committee
- Rabbi Lord Jonathan Sacks, former Chief Rabbi of the United Hebrew Congregations of the Commonwealth
- HH Pujya Swami Chidanand Saraswatiji, President and Spiritual Head of Parmarth Niketan Ashram, Rishikesh
- Bhai Sahib Bhai Mohinder Singh, Chairman, Guru Nanak Nishkam Sewak Jatha
- The Reverend Dr Rick Warren, Founding and Senior Pastor of Saddleback Church and Founder of the P.E.A.C.E Coalition

Statement of Trustees' responsibilities

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

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of Trustees' responsibilities (continued)

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 of the income and expenditures, of the charitable company 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 Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Structure and management reporting

Meetings of the Trustees take place quarterly, informed as necessary by recommendations from the Chief Executive and Foundation's key personnel.

A Chief Executive is appointed by the Trustees to manage the day to day operations of the Foundation and to ensure the overall implementation of the organisational strategy which is agreed by the Trustees. There is regular communication between the Chief Executive and the Trustees.

Working with other organisations

The Foundation works with a number of other organisations - through formal contracts and through informal collaboration - in the UK and beyond to help it achieve its goals and pursue its charitable objectives. This from time to time involves the Foundation acting as a partner or a grant recipient.

Risk management

The Foundation's key risks and mitigation strategies are reviewed and agreed annually by the Trustees. Regular communication between the Trustees and the Chief Executive ensure the Trustees are informed immediately of arising problems and solutions in relation to any of the following key risks:

<u>Risk Description</u>	<u>Mitigation of the Risk</u>
Financial : material reduction in the value of cash assets.	The Foundation's investment policy is risk adverse, as set by the Trustees. Risk free term deposits (as determined by cash flow forecasting) are used by the Foundation to generate a return on capital employed. Professional advice would be commissioned if significant riskier investments were to be considered.
Financial : effective fundraising in a challenging climate	The Foundation has an experienced fundraising team that manages the cultivation of long term donors. The team seek multi-year donation agreements wherever possible and draw upon the profile of our Patron to identify new donors and deepen the relationship with current donors.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Risk Management (continued)

Reputational : damage arising from the actions of the Foundation, its employees or third parties.	The strategic and operational business plans are approved by the Trustees before implementation by the Foundation's senior team. Specialist advisors are used by the Trustees and the senior team as needed. In regard to employees the Foundation has a thorough recruitment and induction process and established employees have regular training and managerial evaluations. If the Foundation and a third party enter into a contract this point is reached after considerable due diligence and the achievements of the relationship is regularly evaluated.
Regulatory : non-compliance with relevant regulations	Implementing programmes on a national and international scale requires compliance with many regulatory authorities. The Foundation mitigates the risk of non-compliance by employing experienced staff and taking advice from recommended advisors.
Operational : safety of staff and contractors	Safety is regularly reviewed at all levels of the organisation with security specialists being sought where needed. Our programmes sometimes require travel to other countries and each trip is individually risk assessed before the trip occurs and the assessment continues while the trip is in progress.

RELEVANT POLICIES

Volunteers

All members of the International Religious Advisory Council serve in a voluntary capacity, and the Trustees would like to place on record their gratitude for the contribution of invaluable expertise and time from members of the Council to assist and guide the Foundation in its work.

Trustees also undertake all their duties in a voluntary capacity.

Partnership policy

As part of its on-going research into potential partners, the Foundation welcomes information from organisations which share its vision and which fall within the operational priorities described on its website from time to time. The Foundation endeavours to respond to all inquiries regarding potential partnerships in a reasonable timescale.

RELEVANT POLICIES (continued)

Investment policy

The investment strategy is set by the Trustees and takes into account income requirements, the investment risk profile and future expenditure commitments. The Foundation's investment policy currently is to hold cash balances on term deposits with UK banks. The Foundation's investment policy is considered by the Trustees at regular intervals. The Trustees are satisfied with the performance of the investments and that their investment objectives are being met.

FINANCIAL REVIEW

Financial report for the year

A summary of the income and expenditure for the period can be found on page 22.

Overall income for the year to 31 December 2015 increased to £4,067,000 (31 December 2014 - £2,971,000). Restricted income for the year to 31 December 2015 accounted for 53% (£2,145,000) of the total income raised. During the year, the Foundation raised unrestricted funds of £1,922,000 to contribute towards core and programme costs. Other categories of income include interest receivable and gifts in kind.

Total expenditure increased during the year to 31 December 2015 to £2,848,000 (31 December 2014 - £2,606,000) of which 93% (£2,652,000) related to the Foundation's charitable activities. Other expenditure includes costs of raising funds and governance costs.

Reserves policy

The Foundation carries out a diverse range of activities, some of which comprise short term and externally funded projects, whilst others comprise long term projects requiring significant on-going financial commitment and investment.

The Trustees have examined the requirement for free reserves i.e. those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The Trustees consider that, given the nature of the charity's work, the level of free reserves should be equivalent to 6 months of core expenditure to meet future costs of the Foundation – core expenditure being salaries and premises costs.

The Trustees are of the opinion that this provides sufficient flexibility to cover temporary shortfalls in income due to the timing differences in income flows, adequate working capital to cover core costs, and will allow the charity to cope and respond to unforeseen emergencies whilst specific action plans are implemented.

Financial position

The Foundation's balance sheet shows total funds of £3,970,000 (31 December 2014 - £2,751,000), of which £1,827,000 were restricted at 31 December 2015 (31 December 2014 - £1,285,000). Unrestricted funds were £2,143,000 at 31 December 2015 (31 December 2014 - £1,466,000).

These funds are represented by tangible fixed assets with a net book value of £274,000 (31 December 2014 - £63,000) and free reserves of £1,869,000 (31 December 2014 - £1,403,000).

The Trustees acknowledge that the level of free reserves held is in excess of that set out in the reserves policy above. However, the excess of reserves at the end of the financial year 2015 represents funds raised in advance which are earmarked by the Trustees for specific

FINANCIAL REVIEW (continued)

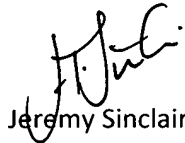
Financial position (continued)

charitable programmes, and which have now been spent or are committed to be spent on the planned activities of the Foundation during 2016 as outlined in its future plans.

The charity's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the financial statements.

Approved by the Trustees and signed on their behalf:



Jeremy Sinclair, Chair of Trustees

Approved by the Trustees on

27/9/16

Independent auditor's report to the members of The Tony Blair Faith Foundation

We have audited the financial statements of The Tony Blair Faith Foundation for the year ended 31 December 2015 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland.

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.

Respective responsibilities of Trustees and auditor

The Trustees are also the directors of the charitable company for the purposes of company law. As explained more fully in the Statement of Trustees' Responsibilities set out in the Trustees' Report, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

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

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report



Catherine Biscoe, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

28 September 2016

Statement of financial activities Year to 31 December 2015

	Notes	Unrestricted funds £'000	Restricted funds £'000	2015 Total funds £'000	2014 Total funds £'000
Income from:					
Donations	1	1,914	2,145	4,059	2,965
Interest receivable	2	8	-	8	6
Total income		1,922	2,145	4,067	2,971
Expenditure on:					
Raising funds	3	(196)	-	(196)	(231)
Charitable activities					
. Supporting Leaders	4	(573)	(245)	(818)	(642)
. Education	4	(314)	(663)	(977)	(1,011)
. Research	4	(94)	(638)	(732)	(668)
. Advocacy	4	(68)	(57)	(125)	(54)
Total expenditure		(1,245)	(1,603)	(2,848)	(2,606)
Net movement in funds (net income)	7	677	542	1,219	365
Fund balances brought forward at 1 January 2015		1,466	1,285	2,751	2,386
Fund balances carried forward at 31 December 2015		2,143	1,827	3,970	2,751

All of the charitable company's activities derived from continuing operations during the above two financial periods.

All recognised gains and losses are included in the above statement of financial activities.

Balance sheet As at 31 December 2015

	Notes	2015 £'000	2015 £'000	2014 £'000	2014 £'000
Fixed assets					
Tangible assets	11		274		63
Current assets					
Debtors due after one year	12	883		338	
Debtors due within one year	12	754		416	
Short term deposits		1,500		400	
Cash at bank and in hand		935		1,761	
		4,072		2,915	
Liabilities					
Creditors: amounts falling due within one year	13	(376)		(227)	
Net current assets			3,696		2,688
Total net assets			3,970		2,751
The funds of the charity					
Restricted funds	14		1,827		1,285
Unrestricted funds					
General fund			2,143		1,466
Total charity funds			3,970		2,751

Approved by the Trustees and signed on their behalf by:



(JEREMY SINCLAIR)

Approved on

27/9/16

Companies House registration number – 06198959 (England and Wales)

Statement of cash flows Year to 31 December 2015

	Notes	2015 £'000	2014 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	535	707
Cash flows from investing activities			
Interest received		8	6
Purchase of tangible fixed assets		(269)	(85)
Net cash used by investing activities		(261)	(79)
Change in cash and cash equivalents		274	628
Cash and cash equivalents at 1 January 2015		2,161	1,533
Cash and cash equivalents at 31 December 2015	B	2,435	2,161

Notes to the statement of cash flows for the year to 31 December 2015

A Reconciliation of net movement in funds to net cash flow from operating activities

	2015 £'000	2014 £'000
Net movement in funds (as per the statement of financial activities)	1,219	365
Adjustments for:		
Depreciation charge	58	44
Interest receivable	(8)	(6)
(Increase) decrease in debtors	(883)	249
Increase in creditors	149	55
Net cash provided by operating activities	535	707

B Analysis of cash and cash equivalents

	2015 £'000	2014 £'000
Cash at bank and in hand	935	1,761
Notice deposits (less than 3 months)	1,500	400
Total cash and cash equivalents	2,435	2,161

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of accounting

These financial statements have been prepared for the year to 31 December 2015.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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 United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The date of transition to Charities SORP FRS102 was 1 January 2013. The end of the accounting reference date in respect to the charity's last financial statements determined in accordance with the previous financial reporting framework was 31 December 2014. This is the first set of the charity's accounts prepared in accordance with the Charities SORP FRS102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the financial statements, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets
- estimating staff time allocated to support costs (see Note 5).

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

On this basis, the Trustees have concluded that it is appropriate for the financial statements to be prepared on a going concern basis. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

With regard to the next accounting period, the year ending 31 December 2016, the most significant area of uncertainty that affects the charity is the outcome of the strategic review of the future direction of the Foundation which could impact on its long term activities in their current form.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income from charitable activities and interest receivable.

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Donated services and facilities provided to the charity are recognised in the period when it is probable that the economic benefits will flow to the charity, provided they can be measured reliably. This is normally when the service is provided or the facilities are used by the charity. An equivalent amount is included as expenditure.

Donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain facilities or services of equivalent economic benefit on the open market.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

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.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds includes all expenditure associated with raising funds for the charity. This includes staff costs associated with fundraising, and an allocation of support costs.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include direct and support costs, grants and overheads.

All expenditure is stated inclusive of irrecoverable VAT.

Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Staff related costs are allocated on the basis of time spent. Support costs and governance costs are allocated on basis of apportioned staff time.

Leased assets

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

Tangible fixed assets

Tangible fixed assets costing in excess of £500 are capitalised and depreciated at the following annual rates on a straight line basis in order to write them off over their estimated useful lives:

Tangible fixed assets (continued)

Office improvements	3 years
Fixtures and fittings	5 years
IT and telecommunications equipment	3 years

Fund structure

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions. General funds represent those monies which are freely available for application towards delivering any charitable purpose that falls within the charity's objects.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

Creditors

Creditors are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Foreign currencies

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 rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Pension costs

The Foundation provides a stakeholder pension scheme for its employees. The assets of the stakeholder scheme are held separately and are independently administered funds. The Foundation makes a capped contribution to the stakeholder pension scheme in addition to amounts that are paid by its employees who choose to participate in the scheme.

1 Income from donations

	Unrestricted funds £'000	Restricted funds £'000	2015 Total funds £'000	2014 Total funds £'000
Donations	1,890	2,145	4,035	2,886
Donated services and facilities	24	-	24	79
2015 Total funds	1,914	2,145	4,059	2,965
2014 Total funds	1,089	1,876	2,965	

2 Income from interest receivable

	Unrestricted funds £'000	Restricted funds £'000	2015 Total funds £'000	2014 Total funds £'000
Bank interest	8	-	8	6
2015 Total funds	8	-	8	6
2014 Total funds	6	-	6	

3 Expenditure on raising funds

	Direct costs £'000	Support costs £'000	2015 Total £'000	2014 Total £'000
Expenditure on raising funds				
Staff costs	135	-	135	174
Premises costs	-	17	17	12
Other costs	10	34	44	45
	145	51	196	231

	Unrestricted funds £'000	Restricted funds £'000	2015 Total £'000
Expenditure on raising funds	196	-	196

	Unrestricted funds £'000	Restricted funds £'000	2014 Total £'000
Expenditure on raising funds	231	-	231

4 Expenditure on charitable activities

	Activities undertaken directly £'000	Support costs £'000	2015 Total £'000	2014 Total £'000
Supporting Leaders				
. Staff costs	370	42	412	314
. Premises costs	-	53	53	23
. Other costs	240	104	344	300
. Governance costs	-	9	9	5
	610	208	818	642
Education				
. Staff costs	562	66	628	714
. Premises costs	-	80	80	51
. Other costs	100	158	258	239
. Governance costs	-	11	11	7
	662	315	977	1,011
Research				
. Staff costs	406	48	454	493
. Premises costs	-	58	58	34
. Other costs	98	114	212	136
. Governance costs	-	8	8	5
	504	228	732	668
Advocacy				
. Staff costs	78	10	88	42
. Premises costs	-	12	12	3
. Other costs	1	23	24	9
. Governance costs	-	1	1	-
	79	46	125	54
	1,855	797	2,652	2,375

Other direct costs comprise expenditure incurred in delivering the Foundation's charitable programmes and include the cost of engagement events, stakeholder communications, conferences, public events and campaigns.

As mentioned in the Trustees' report, the Foundation's operating model was developed further in 2015 and programmes reclassified into the four activity headings as shown in Note 4. Activity costs in 2014 have also been amended to reflect the activity reclassification of the programmes.

4 Expenditure on charitable activities (continued)

	Unrestricted funds £'000	Restricted funds £'000	2015 Total £'000
Expenditure on charitable activities			
. Supporting Leaders	573	245	818
. Education	314	663	977
. Research	94	638	732
. Advocacy	68	57	125
	1,049	1,603	2,652

	Unrestricted funds £'000	Restricted funds £'000	2014 Total £'000
Expenditure on charitable activities			
. Supporting Leaders	368	274	642
. Education	298	713	1,011
. Research	279	389	668
. Advocacy	54	-	54
	999	1,376	2,375

5 Support costs

The following costs have been allocated based on staff time attributable to each activity:

	2015 £'000	2014 £'000
Staff costs	166	-
Premises costs	220	124
Other costs	433	246
Governance costs (note 6)	29	17
	848	387

Other costs include legal and professional costs of £76,000 (2014 - £54,000), communications costs of £30,000 (2014 - £48,000), operating costs of £269,000 (2014 - £100,000) and other administrative expenses of £58,000 (2014 - £44,000).

Support staff costs in 2015 totalled £166,000 (2014 nil) as a new method of recording staff time was introduced in 2015.

6 Governance costs

	Direct costs £000	Support costs £000	2015 Total £'000	2014 Total £'000
Auditor's remuneration	29	-	29	17
Other governance costs	76	40	116	106
	105	40	145	123

6 Governance costs (continued)

	2015 Total £'000	2014 Total £'000
Other governance costs comprise :		
Staff costs	76	85
Premises costs	10	7
Other costs	30	14
	116	106

7 Net movement in funds (net income)

This is stated after charging:

	2015 £'000	2014 £'000
Staff costs (note 8)	1,717	1,737
Auditor's remuneration		
· Statutory audit services	19	17
· Tax advisory services	5	-
· Assurance services other than statutory audit and under accrual from previous year	5	-
Operating lease rentals	211	60
Depreciation	58	44

8 Staff costs and remuneration of key management personnel

Staff costs during the year were as follows:

	2015 £'000	2014 £'000
Wages and salaries	1,516	1,496
Social security costs	170	168
Pension costs	31	—
	1,717	1,664
Subcontractor costs and related charges	-	73
	1,717	1,737

During 2015 there were no subcontracted consultancy costs (2014: £73,000) incurred by the Foundation in respect to its charitable activities.

8 Staff costs and remuneration of key management personnel (continued)

The average number of employees during the year, calculated on an average headcount basis, analysed by function, was as follows:

	2015 No	2014 No
Raising funds	2.5	2.9
Charitable activities		
. Supporting Leaders	7.4	4.7
. Education	11.5	11.9
. Research	8.2	8.0
. Advocacy	1.6	0.7
Governance of the charity	1.4	1.3
	32.6	29.5

At 31 December 2015 the Foundation had 37 (2014 - 31) employees.

The number of employees who earned £60,000 or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2015 No	2014 No
£60,001 - £70,000	2	-
£70,001 - £80,000	1	1
£80,001 - £90,000	-	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-
£120,001 - £130,000	-	2

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis comprise the Trustees and the senior management team. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £420,174 (2014 - £574,551).

9 Trustees' remuneration

None of the Trustees received any remuneration in respect of their services or reimbursement of out of pocket expenses during the year (2014 - none).

10 Taxation

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

The charity is unable to reclaim VAT suffered on expenditure. Irrecoverable VAT suffered during the year amounted to £421,549 (2014 - £327,349).

11 Tangible fixed assets

	Office improve- ments £'000	Fixtures & Fittings £'000	IT and telecommun- ications equipment £'000	Total £'000
Cost				
At 1 January 2015	39	-	103	142
Disposals	(39)	-	(19)	(58)
Additions	-	256	13	269
At 31 December 2015	-	256	97	353
Depreciation				
At 1 January 2015	39	-	40	79
Disposals	(39)	-	(19)	(58)
Charge for year	-	25	33	58
At 31 December 2015	-	25	54	79
Net book values				
At 31 December 2015	-	231	43	274
At 31 December 2014	-	-	63	63

12 Debtors

	2015 £'000	2014 £'000
Due after one year		
Accrued income	883	338

This relates to donations that have been agreed by funders, that will be received more than one year after the balance sheet date.

	2015 £'000	2014 £'000
Due within one year		
Prepayments and accrued income	650	297
Rent deposit – premises	101	34
Other debtors	3	85
	754	416

13 Creditors: amounts falling due within one year

	2015 £'000	2014 £'000
Expense creditors	167	94
Accruals and deferred income	209	133
	376	227

14 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trusts to be applied for specific purposes.

Fund balances held at 31 December 2015 comprise:

	At January 1 2015 £'000	Income £'000	Expenditure £'000	At 31 December 2015 £'000
Education	240	38	(154)	124
Tony Blair Faith Foundation-US	295	1,889	(980)	1,204
Research	165	95	(167)	93
Supporting Leaders	585	66	(245)	406
Advocacy	-	57	(57)	-
	1,285	2,145	(1,603)	1,827

Fund Name	Restricted use of Fund
Education	To support the wider global development of the schools programme, including independent evaluation.
Tony Blair Faith Foundation-US	To support all of the Foundation's programmes that are aligned with the mission statement of the Tony Blair Faith Foundation US, which includes our education programme, Centre on Religion and Geopolitics, and Global Commitment.
Research	To support the Centre on Religion and Geopolitics programmes which presents informed analysis on the interaction of religion and conflict globally. The fund also supports policy and research activities.
Supporting Leaders	To support the Faiths Act programme in Sierra Leone which brings religious leaders together to deliver life saving malaria prevention messages to their congregations and communities. The fund also supports programme activities in Nigeria which aims to strengthen intercultural dialogue in the country.
Advocacy	Grant received from Tony Blair Faith Foundation – US to support development of a campaign for a Global Commitment based on evidence from our research and education programmes.

15 Analysis of net assets between funds

	General fund £'000	Restricted funds £'000	2015 Total £'000
Fund balances at 31 December 2015			
Are represented by:			
Tangible fixed assets	274	-	274
Net current assets	1,869	1,827	3,696
Total net assets	2,143	1,827	3,970

16 Leasing commitments

Operating leases

At 31 December 2015 the Foundation had total commitments under non-cancellable operating leases (in respect to land and buildings) as follows:

	2015 £'000	2014 £'000
Payments falling due :		
Within one to two years	168	92
Within two to five years	915	-

17 Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding £10.

18 Connected charity

The Tony Blair Faith Foundation-US is an independent charitable non-stock corporation governed by its Board of Directors. The mission of the Tony Blair Faith Foundation-US is to provide the practical support required to help prevent religious prejudice, conflict and extremism.

The Chief Executive of the Tony Blair Faith Foundation became a member of the Board of Directors of the Tony Blair Faith Foundation – US on 2 November 2015. The Chief Executive does not receive any remuneration from the Tony Blair Faith Foundation – US.

Grants of £1,945,369 (2014 - £1,176,000) were received and accrued by the Foundation from the US charity. The grants were restricted and they are included within the figures in note 14.

19 Future Strategic Direction

In order to maximise effective delivery of the charitable objectives for which it was established, and to address challenges in its fundraising environment, the Trustees are currently reviewing the future strategic direction of the charity. The charity's programmes will continue during 2016 although it is possible that its operations may be transitioned in their entirety to a successor organisation dependent on negotiations and regulatory advice. The strategic review may continue in 2017, dependent upon the outcomes of further discussion and regulatory advice.