



CHANGING
LIVES AND
COMMUNITIES
TOGETHER

About CUF

CUF was established by the Church of England as a practical response to unmet need and we have been active in local communities for over 30 years. Our vision is to see people and communities all over England flourish and enjoy life in all its fullness.



WE BRING ABOUT CHANGE IN THREE WAYS:

- 01** *Through the Together Network – a network of organisations set up in partnership with Church of England dioceses.*
- 02** *Through our themed, national programmes – Near Neighbours, Credit Champions and our Together Grants.*
- 03** *Through our work to shape the public sphere.*

We work ecumenically through the Church of England's network of over 12,000 parishes, which provides unique access deep into local communities, and alongside a wide range of other faith-based organisations, agencies and community groups.

We work by building trust, empowering local people to have a go at addressing the areas of greatest need in their communities, and speaking out against injustice.

We are committed to working through relational partnerships to bring about long-term, sustainable change. Our aim is to mobilise local people to be the source of the change they want to see, making use of the assets already available in their community.

This report shows what we achieved in all aspects of our work during 2015.

Message from our Executive Chair

In many ways, we find ourselves working in difficult times. As a result of recent economic troubles and spending cuts, many communities are experiencing hardship and an uncertain future.

Yet it is also a time of hope. It is a privilege that, as part of my role here at CUF, I get to meet and speak with so many people who are committed to bringing about positive change in their local community. It is always energising and humbling.

Churches in particular are responding to recent events by becoming even more involved in the life of their local neighbourhoods. Some of our recent research shows that around 10 million people rely on activities provided by churches – a staggering number. Through our Near Neighbours programme, we also work alongside people of other faiths and none, who share the same enthusiasm and passion for building flourishing communities.

Our values shape all aspects of our work. We are inclusive, relational and effective. We take an asset-based approach which means that we start with what is already present in communities, and seek to enable people to use what they have and what they enjoy to make a difference.



Looking back, 2015 was a year of growth for CUF. Our Together Network has grown in size, and also in the depth and breadth of the work being carried out. We're seeing change at very local level, in the activities of individual churches, and across regions through joined-up and strategic responses to current issues. Our Near Neighbours programme is also thriving in its eight locations across England, and has funding to continue into 2017.

We could do none of this work without the committed and generous giving of our supporters. Thank you for continuing to partner with us in this work. It is good to reflect on, and give thanks for, what has taken place and also to look forward to what can be done in the years to come.

Paul Hackwood

Paul Hackwood
Executive Chair, CUF

The Together Network

Central to CUF’s work is the Together Network – a network of organisations set up in partnership with Church of England dioceses. This Network has grown rapidly in the last few years and, by the end of 2015, included 18 member organisations, up from just five in 2012.

The Together Network builds local capacity for action through dedicated development workers who provide expertise and support to churches and others to bring about positive change in their communities.

As members of an established and growing, nationwide network, development workers are able to share good practice, encourage joined-up and strategic activities, and act as a source of valuable information, as well as functioning as a conduit for local influence at a national level.

TOGETHER NETWORK MEMBER ORGANISATIONS ARE BASED IN DIOCESES ACROSS ENGLAND:

AREA	MEMBER ORGANISATION
Birmingham	Thrive Together Birmingham
Blackburn	Together Lancashire
Canterbury	Together Canterbury
Chester	Transforming Lives Together
Coventry	Together for Change
Durham	Communities Together Durham
Exeter	Transforming Plymouth Together
Lichfield	Transforming Communities Together
Liverpool	Together Liverpool
London	Capital Mass
Manchester	Greater Together Manchester
Newcastle	Together Newcastle
Norwich	Together Norfolk
Southwell and Nottingham	Transforming Notts Together
Southwark	Together Southwark
Truro	Transformation Cornwall
York	Together Middlesbrough and Cleveland
Yorkshire and the Dales	Wellsprings Together Bradford

KEY IMPACT

In 2015, the Together Network worked alongside over 500 churches to help them launch or develop social action initiatives.



Growing church-based social action

At CUF we believe that churches are uniquely placed to bring about positive change.

Together Network development workers offer bespoke, personalised support to churches seeking to start or develop their own community activities. Among other things, they help churches to develop their vision for community engagement, design project strategies, review governance structures, hire staff, train volunteers and access funding.

In 2015 our development workers supported churches in the development of a range of activities including a slow-cooking course for people at risk of food poverty in Newcastle, a community cinema project in Lancashire, a community hub bringing together financial services and holistic community provision in Canterbury, and a weekly lunch club for elderly people in Coventry, with food served by local ex-offenders.



Developing collaborative partnerships

The Together Network aims to make local activities more effective by building collaborative partnerships between those seeking to do similar work in similar areas.

These partnerships help people to avoid duplication and to learn from others' experience; they also encourage innovation by bringing new partners together for the first time. The Network facilitates partnerships between churches, local authorities, local businesses, schools, credit unions, charitable organisations and others, in order to bring about change.

Several Together Network members have developed local partnerships to run winter night shelters. Transforming Notts Together facilitated a partnership between five churches to run a shelter which provided 289 nights off the street

and saw 41% of guests rehoused, all with the help of almost 800 volunteer hours. Similarly, Greater Together Manchester brought together six churches, Housing Justice, the City Council and several homeless charities, to organise a shelter, bringing together 100 volunteers to offer 756 bed spaces over a nine-week period at the beginning of 2016.

Thrive Together Birmingham continues to facilitate a city-wide winter night shelter, and recruited another seven host churches in 2015 with the result that provision was doubled.

KEY IMPACT

In 2015, the Together Network facilitated almost 350 partnership projects, working alongside over 700 local and national partners.





CASE STUDY

Growing financial inclusion

Financial exclusion has a profound effect on individuals and communities. Several Together Network members are working to build financial inclusion in communities.

Together Newcastle has worked closely with local credit unions in order to improve their reach and delivery, and is leading a process to develop a stronger credit union for the whole of Northumberland. Working with churches, they are seeking to link credit unions and money advice services with local foodbanks to increase take-up of these financial services.

The Basic Budgeting Course, developed by Transforming Notts Together, is an informal and participatory course which equips people in savings and budgeting. The course is being used across the Network, and was run 22 times in 2015 by different Network

members. Over 170 people attended the courses, and more than 100 of them were trained as trainers, to take this course into their communities and equip others. After a course run by Transforming Communities Together in Lichfield, one trainee described the course as a *'weapon against debt and poor finances'*. The course was later used by Wellsprings Together Bradford, who worked for several months alongside a group of women, training them in budgeting and equipping them for the introduction of universal credit.

Together Canterbury supported five different churches in 2015, in bringing holistic, ethical and sound financial services to their communities. As part of this work, they facilitated collaborative partnerships with the local credit union, financial advice services, local schools, foodbanks and others.

Building local capacity

Together Network members work closely with churches and other organisations to build their capacity to bring about change.

In 2015, the Together Network delivered training and facilitated practical workshops on a wide range of topics, including financial inclusion, homelessness and the refugee crisis, as well as how to run and sustain work in communities, how to manage volunteers and how to raise funds.

Several Together Network members have worked to equip local churches and organisations to support asylum seekers and refugees. In Lichfield, Transforming Communities Together held a conference on *'Asylum Seekers and the Church'*, bringing together 120 people from across the region, to learn from 15 local organisations about how to support refugees in their communities. As one delegate shared, *'this day has given me the ammunition to encourage my church to become more involved and to help support refugees.'* Together Liverpool held training for over 30 people from the local council to prepare them for receiving the borough's first asylum seekers. Capital Mass, our Together Network Member in London, has appointed a specialist worker, funded by the Diocese of London, to coordinate diocesan-wide activities in support of refugees and asylum seekers.

Each year, Transformation Cornwall organises an event called 'Meet the Funders' which aims to equip local groups to make successful funding applications by bringing them together with national and regional funders. Following the 2015 event, 99% of attendees said their understanding of the funds available had increased, with one attendee saying that *'this event has renewed my energy and desire to refocus and really get on with submitting some funding applications.'* One church in the south of Cornwall, having decided to use their church hall as a community facility, attended a Meet the Funder event and, with support from the Transformation Cornwall team, went on to secure £35,000 to help with their regeneration project.



KEY IMPACT

In 2015, the Together Network delivered 365 workshops, training events and presentations, attended by almost 12,000 people.



A hub for innovation

As the Network grows and matures, it is increasingly acting as a hub for innovation, with successful activities being replicated across the country.

For example, following the success of Thrive Together Birmingham's work developing *Places of Welcome*, three Network members are now starting similar activities in their own areas. Four Network members are also starting to run *Know Your Church, Know Your Neighbourhood* courses with local churches, an initiative originally developed by another member. Belonging to the Network allows people to benefit from others' innovations, and also to share their own locally-gathered expertise nationally.

KEY IMPACT

In 2015, the Together Network made and supported over 150 funding applications, helping to raise over £870,000 for local groups and projects.



CASE STUDY

Growing the *Places of Welcome* network

This network is a grassroots movement of small community organisations, including faith communities, who open up their buildings to offer an unconditional welcome to local people for at least a few hours a week. Each *Place of Welcome* is run by volunteers and seeks to embody the five core values of Place, People, Presence, Provision and Participation. (See more at www.placesofwelcome.org.)

Thrive Together Birmingham is a central coordinator for the network, helping local churches and groups to set up individual *Places of Welcome* in the city and also offering support to those in other parts of the country that want to set up their own local network.

The movement is now spreading across the country, with new local networks springing up in Walsall, Wolverhampton, the Wirral and Coventry, among other places.

In December 2015, there were 50 active *Places of Welcome* across Birmingham, Walsall, Wolverhampton and Sandwell, 16 of which were new to the network in 2015.





CASE STUDY

Tackling food poverty

Many Together Network members are responding to the issue of food poverty.

Together Lancashire leads a network of over 70 organisations that are addressing food poverty, including around 35 foodbanks. It has equipped these organisations to develop their work, supporting 18 different groups, for example, in the running of cooking courses. They have also disseminated information on food poverty around the region, supported organisations in writing fundraising bids, and distributed funds for equipment and training.

Greater Together Manchester has worked closely with Re:Dish to develop a programme that has fed approximately 680 adults and 400 children. With the support of Greater Together Manchester, Re:Dish now has a funding plan

for the next 12 months of activity, and has appointed a new community worker to take the work forward.

Families on low incomes often struggle to make ends meet during school holidays and, in response to this problem of holiday hunger, Communities Together Durham held training for, and worked closely with, 17 holiday club initiatives in the summer of 2015. They are now working to develop those activities for summer 2016.

Together Middlesbrough and Cleveland is leading a partnership project with Middlesbrough Foodbank, Middlesbrough Environment City, and the local authority to deliver a slow-cooking project to equip families to cook low-cost, healthy and delicious food.

Near Neighbours

Our Near Neighbours programme brings people together in communities that are religiously and ethnically diverse, to know each other better, build relationships of trust, and work together on initiatives that improve the communities in which they live.



KEY IMPACT

After completing their grant-funded activities, 92% of project leads reported feeling better equipped to take action and change things in the community.



The programme is funded by both the Department for Communities and Local Government and CUF, and is based in locations around England, including London, Luton, Leicester, Nottingham, the Black Country and Leeds.

There is a dedicated area coordinator in each location who connects with local groups and activities, and encourages new individuals and groups to become involved. A national, small grants scheme provides funding for local initiatives that promote social action and social interaction. The programme is based on close collaboration with national partners including the Nehemiah Foundation, The Feast, 3FF, Catalyst, Christian Muslim Forum, Hindu Christian Forum and The Council of Christians and Jews.



CASE STUDY

Interfaith Youth Coding

This Jewish-led initiative gathered girls from three faith-based sixth-forms in West London (Jewish, Muslim and Christian) to learn computer coding. In addition to teaching an important and employable software skill, the project enabled the girls to form diverse relationships.

The project was such a success that Twitter UK has offered to run further lessons in coding and app-building for the girls at their headquarters, enabling the project to expand from 25 students to 200.

One participant said, *'After the course I am definitely more interested in IT and coding, and I most enjoyed the chance to make new friends outside my general group.'*

ENABLING TRANSFORMATIVE ACTION

Near Neighbours provides support, advice, funding and opportunities that enable people to make a difference in their areas and in the lives of others.

A clear and distinctive feature of Near Neighbours' small grants programme is the range of activity that is funded, including community gardening, football clubs, multi-faith work with homeless people, entrepreneur classes, coffee mornings, women's groups, leadership programmes and much more. Most grant recipients deliver their activities in the area in which they are based, showing that the Near Neighbours grants scheme is successful at enabling people to take action locally.¹

Experienced activists stress that, when it comes to enabling transformative action, the ethos of Near Neighbours is as important as the funding: *'The ethos of Near Neighbours is beyond race, religion and culture. It is something about connecting human beings first.'* This ethos, alongside the funding and infrastructure of the programme helps to foster practical engagement amongst experienced and new activists.²

'You cannot have a more peaceful project in the country. Programmes like this will change people. It is the biggest investment for the future. Every community where people are sitting down and knitting together, eating together, singing together will not have tension in it,' said one programme participant.

¹ Evaluation report by the Centre for Trust, Peace and Social Relations at Coventry University, March 2016

² Evaluation report by the Woolf Institute, March 2016

KEY IMPACT

In 2015, Near Neighbours invested £1.1 million in grassroots activity, giving grants to a total of 330 community projects.



Near Neighbours

RELATIONAL WORKING: BEYOND THE USUAL SUSPECTS

Near Neighbours has a distinctive ability to reach people who have never been involved in this type of work before, as well as connecting and enhancing the work of those who have.

Much of the programme's distinctiveness lies in the role of the area coordinator who has an extensive knowledge of, and their own network in, the local area, and is provided with a flexible remit to create change and connect with people. Coordinators are instrumental in building trust across faith and ethnic groups. Evaluation research shows that they help develop constructive relations between groups that have experienced tensions; interaction and cooperation between individuals who would not normally engage with one another; and an increased local capacity to respond to crises.³

KEY IMPACT

In 2015, our Hub Coordinators continued to develop a network of 1,100 faith, charitable and community bodies across our areas of work.

1,100

CASE STUDY

Bringing about change through sport

In response to social exclusion and violent racist attacks in Yorkshire, a group of three local Zimbabwean men decided to use football to enact change. With the help of a local vicar, the local Near Neighbours coordinator and funding from the Near Neighbours small grants programme, the group established a football team – launched with an event in the local Church – with the aim of bringing people from the different faith and ethnic groups in the local area together to build relationships.

The group, including retired professional footballers, started training sessions with a few young people in the park. They have gone on to build a self-sustaining, self-funding club of 40 people from lots of different faiths

and cultural backgrounds, as well as a team of eight volunteers. Meeting to train twice a week, they are now set to enter multiple teams in the local football league. The impact has been transformative and not just for those in the team, who have much more contact with people from other backgrounds than before. It has also made a significant difference to the lives of the three leaders.

One of the founders said, *'I am accepted in the area now. I can speak to my neighbour now because I'm known as the football guy. He'll ask me when the next session is. [...] And my car and house has been left alone since the project started – I think the kids from the football protect them!'*

³ Evaluation report by the Woolf Institute, March 2016



INVESTING IN NEW LEADERS

Catalyst is a leadership programme that brings together young people between 16-30 years old on accredited training courses. The programme aims to build relationships that enhance the potential of individuals to transform their communities for the better, with training and dialogue across the themes of faith, identity and belonging; leadership; conflict and power; and media and communication.

The programme is based on values of mutual respect, trust and long-term cooperation. Catalyst is run as a four-day, often residential, course delivered by Near Neighbours practitioners across England.

The course offers a powerful, useful and rewarding experience for all involved. Delegates leave inspired to take an active part in their community, having formed new relationships with people from different faiths and

backgrounds which are sustained long after the course is completed.

One graduate has said that 'Catalyst left a huge impact on me; it gave me the opportunity to meet amazing people...[it] has opened a door for me and has taught me that everybody has something to contribute and that we must use each other's skills to achieve together.'

The course is a powerful example of how Near Neighbours blends national-level relationships with locally relevant delivery, using the profile of Near Neighbours to give young people contact with high-profile and nationally prominent experts and locally important leaders.

The course is a flagship example of the relational approach taken by Near Neighbours and would not exist without the investment, skills and relationships made possible by the programme.

Credit Champions

The Church Credit Champions Network (CCCN) helps local churches to engage faithfully and effectively with issues of money, debt and credit in their communities.

It is a part of the Archbishop of Canterbury's initiative on fairer finance and has been delivered with CUF's support and through the infrastructure of the Together Network.

The long-term aim of CCCN is to strengthen financial resilience for communities and individuals. It works towards this goal in two ways, firstly by helping to grow a more visible and effective community finance and money advice sector and, secondly, by increasing people's financial capability and giving them the skills and knowledge to make good decisions around money.

KEY IMPACT

So far, CCCN has engaged over 300 churches, trained over 250 Credit Champions, helped recruit over 2,300 new credit union members and is on track to reach its target of 3,000 new members by the end of 2016.



CASE STUDY

Offering free debt advice

Churches from across the Wirral have come together to fund a community money advice service. This service will be hosted in five churches that currently run food banks and will enable them to offer free debt advice and provide a link to the local credit union. Julia Webster, Credit Champions Coordinator for Merseyside, has played a key role in facilitating the development of this initiative, bringing together partner organisations and helping to secure funding and volunteers.





CASE STUDY

Dealing with problem debt

Colleen is a single mum who lives in Hackney, East London. As part of CCCN, her church held a Money Talk event where she shared her story of borrowing from a payday lender in order to buy her daughter a new pair of shoes. The interest rate was so high that she was then trapped, making repayments for over three years before some friends were able to pay off the debt for her.

Through the local knowledge and contacts of CCCN in Hackney, Colleen has received budgeting advice from a local church-based project and has also joined the local credit union where she is now saving regularly for the first time in her life. In addition, she has become an inspiration for others in speaking out against exploitative lending and promoting better alternatives.

Credit Champions are trained by an area coordinator to help churches respond and take action in the most appropriate way for their community. This could involve directing people to free debt advice, partnering with a credit union to promote savings accounts and affordable loans, or running a money management course.

CCCN was launched in 2014, by the Centre for Theology and Community in partnership with CUF, in three pilot areas – London, Southwark and Liverpool.

The pilot is expected to generate £2.2million in social value, mostly through interest saved by people borrowing from community finance organisations, and increased volunteering.

Together Grants

CUF's Together Grants programme enables churches and community groups to run small-scale projects to tackle long-term issues of poverty in their community.

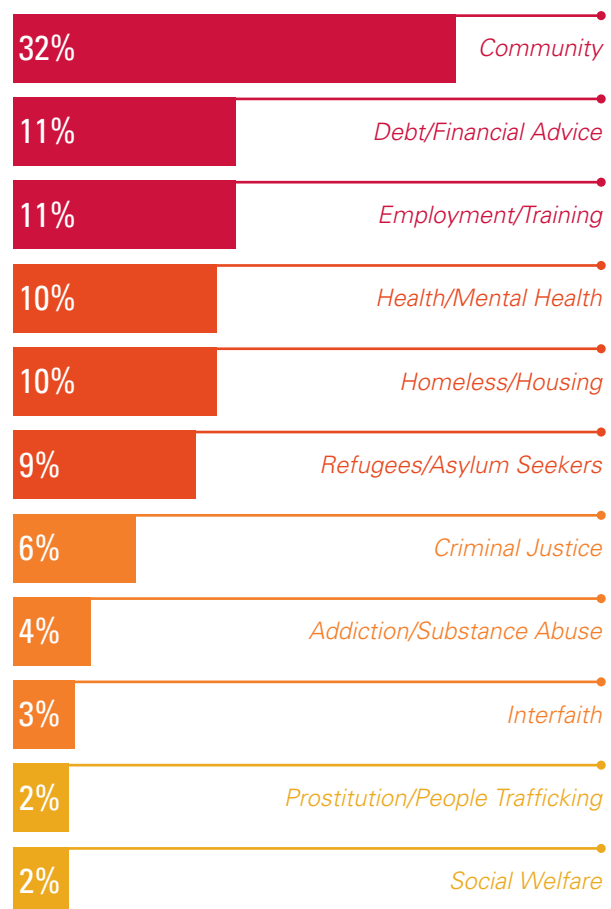
By giving grants of up to £5,000, the programme also aims to encourage partnerships between churches and others, and to raise the capacity of all groups to develop their community work.

Together Grants help churches and others to respond to all aspects of poverty, but most projects have a particular emphasis on tackling poverty of relationships and identity. They do this by providing the kind of consistent and stable support that builds positive relationships. In turn, these relationships build confidence and improve self-identity and resilience, and so bring about lasting change.

'Individuals are coming through the doors and beginning to find hope, confidence and renewed purpose through the relationships they build,' said one project leader.



TYPES OF SUPPORT OFFERED BY TOGETHER GRANT FUNDED PROJECTS IN 2015



KEY IMPACT

In 2015, we awarded a total of £496,000 to 118 projects, with an average grant of £4,200.



As signs of that growing confidence, project leaders report a number of changes in participants' lives. These include: friendships and an expanded social life, starting to work for the project as volunteers or staff, access to greater resources through jobs, education or other means, and changes in lifestyle, including stopping an addiction or desisting from crime, better financial management, and better eating habits.

Recipients of Together Grants also report that their understanding of poverty has developed through running the grant-funded activity.

'We have been able to begin to understand the nuances of poverty at a local level and how it effects individuals in different ways. We have learnt that there are so many varied factors to living in poverty, and have tried to develop our response accordingly to provide support for as many of these as possible.'

Together Grants are having a real impact in communities. On average, each grant-funded project supported eighteen people per week, with the help of around seven volunteers and two paid staff.

KEY IMPACT

More than nine in ten grantees said that they had seen participants develop new skills, build relationships and develop in confidence through taking part in the project.

9/10

CASE STUDY

CARIS CAMDEN

CARIS are a Christian, homeless support charity based in north London. Our support enabled them to establish their 'C4WS' Job Club, to support the homeless and unemployed into work. This is an initiative that complements their existing work to help people into independent living.

The project leader spoke of a member who came to them unemployed and homeless, and with long-term health issues from his time living on the streets. Through C4WS, he secured a work experience placement with a busy law firm, gaining valuable skills and confidence. He had training for

interview technique, and went on to get a full time job and secure housing. *"Things couldn't look more different from when he first arrived at our shelters! Able to save some money, he is now looking to move into a place of his own whilst continuing with work and feeling able to plan for his future for the first time."*

CARIS staff also said *"Thank you for your grant - it has meant that we can provide a life-changing service that would not be possible without your support."*



CASE STUDY

Chelwood Foodbank Plus

This Baptist-run Foodbank, working with the Chelwood Baptist and Brinnington Community churches, received funding to run an employment skills programme. Offering guidance with CV writing, computer literacy and help with maths and English, it is helping service users into employment. Alongside this, it acts to boost low self-esteem and confidence by providing training in relaxed and familiar surroundings.

Their project leader recalled one participant who severely lacked confidence, saying *"She was able to engage with other candidates and has in fact put her name forward for another course elsewhere! This is quite a breakthrough for this lady, because her lack of confidence led to lack of skills and it seemed to be a cycle that never ended."*

She also said of our grants, *"Your process was really encouraging, not too daunting and easy to understand. You were there to help and assist throughout the process and this was extremely helpful. Thank you."*

Projects have also helped churches reach into their local community. 75% of projects gathered people from beyond their church as volunteers, 51% consulted widely about their plans and 36% saw local people involved in designing and organising the activity.

KEY IMPACT

In 2015, projects funded by Together Grants helped over 2,000 people per week, with the help of almost 800 volunteers and 230 staff.



Shaping the public sphere

A key priority for CUF is to shape the public sphere by raising the profile of the Church's work and contribution to society.

This includes influencing those in positions of power in the political sphere and wider public life. We do this by producing high quality research reports and resources, collecting and disseminating stories of change through our evaluation work, organising public events, and building alliances and partnerships that influence policy.



Reports and resources

CUF publishes research reports, briefing papers and resources to build understanding of issues of poverty and to support effective church-based responses. Here are a few highlights:



Church in Action: a national survey of church-based social action

This report, produced jointly with the Church of England, reveals the scale and nature of Anglican social action in England. Our findings show that churches are making a vital contribution to our society, running activities that directly tackle poverty as well as offering informal, relational support that helps to build stronger communities.



Fullness of Life Together: reimagining Christian engagement in communities

In this joint report, CUF and Livability reflect on the way in which churches engage with their communities. In it, we ask questions about the dominance of service delivery models in Christian community engagement and offer alternatives, drawing on Co-production and Asset-based Community Development.

Reports and resources



Working Well with Volunteers

Churches vary enormously in resources - human and otherwise - but they all rely on volunteers. In 2015, we developed a set of resources to offer a range of suggestions and templates to help make working with volunteers as effective as possible.



CUF provides an online poverty lookup tool that allows people to search poverty data for their parish. The tool includes information on a range of indicators, showing how each Church of England parish ranks on Index of Multiple Deprivation, child poverty, working-age poverty, life expectancy and much more. This tool is visited by more than 5,000 people each month.

Public events



In November of 2015, we held our national conference on the topic of financial exclusion.

It was a brilliant day of hearing and sharing stories of how people are working to build a fairer and more accessible financial system.

We heard from experts in the finance and social policy sectors, reflected theologically on the issues of money and spirituality, and ran seminars in which we learnt from various organisations and community groups working around the country to build financial resilience through diverse and creative projects and programmes. The day ended with time to reflect on the day and plan for future action.



In 2015, CUF also partnered with the University of Edinburgh's Divinity School to host a series of events on poverty, funded by the Arts and Humanities Research Council. The series of four events aimed to bridge the gap between theory and practice, bringing together academics, clergy and practitioners to share their diverse experience and expertise on poverty-related issues.

The events focused on topics such as loneliness, financial exclusion and strength-based approaches to community development and were held in Nottingham, Durham, Liverpool and London. We produced a report, *Creating Conversations*, that provided a summary of all the presentations delivered.

Evaluating our work

At CUF we invest a lot of time and resources in setting up robust monitoring mechanisms and conducting rigorous evaluations of our work.

It matters to us that we know the impact we are having, that we are able to collect and disseminate stories of change, and that we share good practice within our networks and with our partners. In 2015, we worked with several external evaluators including Coventry University and the Woolf Institute. Their research has helped us to improve the quality and impact of our work at a local and national level.

We use a Theory of Change model to evaluate our impact. Theory of Change is an approach that begins by defining an overarching aim and

works back in logical steps to the actions and interventions undertaken by individuals and projects to achieve it. More specifically, it shows how *activities* lead to intermediate changes (outcomes) which then combine to tackle large-scale and often hard-to-measure problems (presented in the form of an *aim*). Using this approach helps us to define, and therefore measure, how we will achieve our vision of 'changing lives and communities together'.

Coalitions

We also take part in coalitions, joining with organisations to pursue similar goals.

In 2015, we were a member of the 2020 Vision coalition led by Churches Together in Britain and Ireland. The coalition produced joint statements in the lead up to the General Election to help stimulate a debate about what constitutes the 'common good'.

We also took part in the Tax Dodging Bill campaign, led by Oxfam, Christian Aid and Action Aid. Although the campaign did not manage to secure a tax dodging bill, it did raise the profile of the issue and led to all of the main political parties adopting significant policy asks on the topic.



Throughout 2015, we continued to participate in Feeding Britain conversations. Following the parliamentary inquiry into hunger and food poverty, the Feeding Britain group, led by Frank Field MP, continues to gather relevant charities and agencies to respond to the issues at a grassroots level and campaign for reform at the national level.

Finances

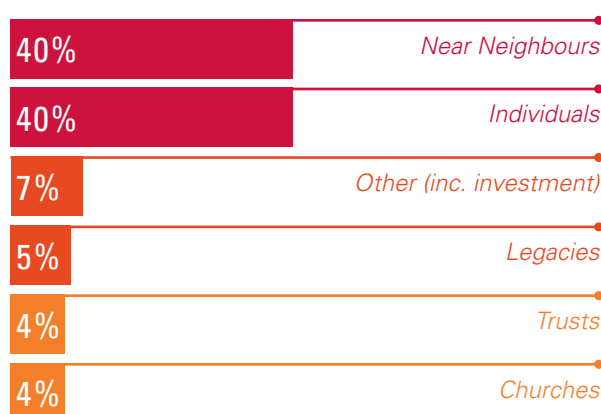
Being good stewards of your resources is important to us and we gratefully acknowledge the immense contribution we have received from your church collections and your individual donations and regular gifts. Without these, large and small, none of this work would be possible.

KEY IMPACT

In 2015, for every £1 donated by churches and individuals, we were able to raise additional monies in order to invest £5.08 back into charitable activities.



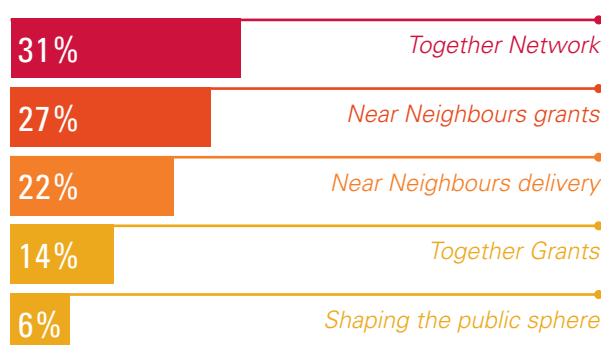
INCOME



OUR TOTAL INCOME IN 2015 WAS £4.1 MILLION.

During 2015, CUF launched the Advent Sleepout Challenge as a practical fundraising mechanism for local people to engage with issues of homelessness and to raise money in support of our work. In total, 79 events took place across the country, raising over £90,000 in the first year.

CHARITABLE EXPENDITURE



IN 2015, 88% OF OUR EXPENDITURE WAS SPENT ON CHARITABLE PURPOSES

Trustees and Officers



PATRON

Her Majesty the Queen

PRESIDENT

The Most Reverend and The Right Honourable Justin Welby



TRUSTEES IN 2015

Reverend Canon Paul Hackwood, *Chairman*

Derek Twine CBE, *Deputy Chairman*

The Right Reverend David Walker

The Right Reverend Christopher Chessun

Brian Carroll

Patrick Coldstream CBE

Andrew Dorton

Reverend Canon Denise Poole

Marnie Woodward FCMA

John Iles



PRINCIPAL OFFICERS

Reverend Canon Paul Hackwood, *Executive Chairman*

Jeremy Aspinall, *Director of Fundraising and Communications*

Michelle Brissett, *Director of Finance and Resources*

Jenny Baker, *Director of Development*

Bethany Eckley, *Director of Research and Policy*



Charity number: 297483



CHURCH URBAN FUND

CHANGING LIVES AND
COMMUNITIES TOGETHER

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