



Annual report of the Us Trustees

Approved on 28 April 2016. This document contains the formal Report and Financial Statements of Us for the year ended 31 December 2015.

The United Society. Registered charity number 234518. Incorporated under Royal Charter, 1701.

Us.
every person
every community
a full life

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Cover: Children in Ma U Kyusaung village, Myanmar.
This page: Evelyn Magang-an harvests sweet potato as part
of a church-led development programme in Payeo, Philippines.
(Us/Leah Gordon)



Trustees, Directors and Advisers

President

The Most Revd and Rt Hon Justin Welby
Archbishop of Canterbury

Trustees

The Revd Canon Chris Chivers
Chair

The Revd Canon Richard Bartlett
Vice-Chair
(term ended 21 July 2015)

Mr Richard Barrett*
(appointed 21 July 2015)

The Revd Canon Christopher Burke

The Rt Revd Michael Burrows
(term ended 21 July 2015)

The Revd Canon Joabe Cavalcanti

Mr John Chilver*

Mr Simon Gill*
(resigned 21 July 2015)

Ms Jacky Humphreys
(term ended 21 July 2015)

Mrs Rosemary Kempself

Mrs Jane Watkeys*

Mr Nigel Wildish*

The Revd Dr Olubunmi Fagbemi

Mr Martin Canning*
(appointed 21 July 2015)

The Revd Canon Professor Patrick Comerford
(appointed 21 July 2015)

Ms Jean Price
(appointed 21 July 2015 and
resigned 11 November 2015)

* Members of the Finance and Audit Committee

General Secretary

Ms Janette O'Neill

Directors

Ms Janette O'Neill
Chief Executive

Mr Ben Kuevidjen
*Director: Finance and Resources, Company
Secretary and Deputy General Secretary*

Ms Naomi Herbert
Director: International Programmes

Mrs Rachel Parry
Director: Global Relations

The Revd Tim Harford
Director: Fundraising and Communications

The Revd Dr James Grenfell
Director: Mission Engagement
(resigned June 2015)

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A message from the Chair of Trustees

By the Revd Canon Chris Chivers

Writing of his favourite Greek dramatist Euripides, the translator Gilbert Murray said that ‘all the best traditions make for the best rebels’. Since our tercentenary, Us (USPG) has proved itself to be one of the best rebels in the mission world.

It has – rightly – rebelled against a legacy of colonialism that has lingered on in paternalistic models of relationship.

It has – rightly – rebelled against models of partnership which do not acknowledge the power that comes with money and the lop-sided relationships which may result from a failure to be honest in this regard.

It has – rightly – rebelled against a tendency in contemporary Anglicanism to take sides and to reduce issues to an adversarialism, which represents a distraction from, not an advancement of, the gospel.

It has – rightly – rebelled against the donor-recipient model of giving, which is dominant in our own culture and which, again, masks controlling tendencies that have no place if real relationship is to develop.

It has – rightly – sought to express itself in a way that honours the past, yet reflects the reality of our joint participation in the gospel.

Adopting the name Us in 2012 – and all that went with it – was an attempt to convey the central Pauline idea of participation in the body of Christ, as well as to reflect the way in which we participate together in the

“People remain committed to what Us (USPG) stands for, which is a deep commitment to mutual interdependence within the church for the flourishing of God’s world.”

building of God’s kingdom in which all are fully alive. It was brave to attempt this redefinition, and it has also taken courage to revisit this redefinition (see the General Secretary’s report on page 6 for more detail) and acknowledge its clear deficiencies. In doing so, we discovered that people remain committed to what Us (USPG) stands for, which is a deep commitment to mutual interdependence within the church for the flourishing of God’s world.

The evidence for this is in your hands. And I saw it myself last year when I visited countries as diverse as Kenya, South Africa and Sri Lanka.

The challenge now that we have re-established our USPG identity is to ensure that the churches in Britain and Ireland come to know us once again and re-engage with the range and depth of this work. Re-engaging with USPG will help our churches to arrest the ongoing decline in numbers and reach, and the

Confirmation candidates outside Christ Church, in Dickoya, near Hatton, Sri Lanka. (Us/Leah Gordon) →

introspection of so much church-talk (ecclesiology) rather than the God-talk (theology), which is the language of discipleship.

It is indeed in giving that we receive, and those with whom we share such long-standing friendships throughout the globe have much more to give than historically we have supposed. This is one of the great lessons our work together has taught us. It points to the hope and gift of mutual building-up for the whole of humanity that is at the heart of God’s mission in the world. It is this reality that makes me proud once again to introduce such an exciting report and to thank everyone involved for all that lies behind it. ■





A message from the General Secretary

By Janette O'Neill, General Secretary/Chief Executive Officer, Us.

During 2015, it was difficult to escape the image of a world deeply torn apart by conflict and disaster. In the past, I would have attributed many of these emergencies to natural disasters – drought, flooding and storms – but, increasingly, the evidence is highlighting the contribution of people – countries and businesses, you and me – to the chaotic weather patterns we are witnessing; the need to tackle climate justice and the spectre of global warming has never been greater.

Faced with such global concerns, how on earth do we choose where to target our work? How can we claim to be making a difference when our resources appear to be dwarfed by the overwhelming size and complexity of the world's problems?

The answer is that we are an organisation operating specifically within the shared framework, values and history of the Anglican Communion, and it is here, working in relationship with our partners, that we are able to best consolidate our efforts to seek global justice.

Alongside our Anglican partners, we are motivated to live out the gospel imperative so beautifully and simply expressed in the exhortation to love God and love our neighbours as ourselves. In our endeavour to fulfil this goal, our attention is directed by the priorities of our global partners – and this leads us to places and situations often overlooked by governments and

international NGOs.

We often find ourselves in places where the local Anglican church is the only agency willing to stand alongside the vulnerable, to help those who have been marginalised to rediscover their aspirations, and to devote their God-given strengths to finding solutions that will lead to a fuller life.

Our aim is to channel our love for God and neighbour into practical action, demonstrating care and respect and upholding dignity for all as together we seek to tackle poverty and promote justice. To this end, we avoid initiatives that focus on quick-fixes and hand-outs, which is an approach to development that often serves to take power out of the hands of beneficiaries. Instead, we invest in building up people and communities through the local church. We are engaged in identifying and equipping leaders, unlocking the potential for change that exists within all communities, and working in partnerships to find sustainable long-term solutions. You will see many examples of this work in this report, which is crowded with joyful stories of progress that have impacted on thousands of lives.

Let me highlight one particular piece of work in the fishing village of Buenavista, in the north of the Philippines, where the community was left reeling by the impact of Typhoon Haiyan in 2013. Homes, livelihoods and the local church were destroyed

The fishing community of Buenavista, in the Philippines, was helped by Us and the local church to build boats following Typhoon Haiyan. →

– yet no help was forthcoming because villagers in this remote community were beyond the reach of international relief efforts. However, we were able to step in, helping to bring together church and community so they could build new boats and typhoon-resistant homes using local skills. In November, the first families moved into their new homes – homes they had helped to build – with joy and hope for the future.

Elsewhere, one of the dominating issues of 2015 has been the global refugee crisis, with people the world over fleeing war and persecution. We found ourselves with a pivotal role to play when the Diocese



“Our aim is to channel our love for God and neighbour into practical action, demonstrating care and respect and upholding dignity for all as together we seek to tackle poverty and promote justice.”

in Europe reached out to Us to become its Anglican partner to support its critical work among refugees, with a particular focus on Greece, which was the destination during 2015 for over a million refugees. Many remain in Greece, their journey across borders into northern Europe having been blocked. Unable to move forward or backwards, they are stranded in a country that is facing its own bitter austerity.

Hugely buoyed by the support of Anglican churches in Britain and Ireland – and also by the generous gift of an Old Master painting, auctioned in December – we are making interventions that are supporting some of the vulnerable people caught up in this humanitarian tragedy. We anticipate this work in Europe will be a major focus of Us for at least the next three years.

In closing, there is news from an important re-examination of our organisation. It is now more than three years since we changed our name from USPG to Us/The United Society and launched ourselves into a new era with energy, creativity and a reinvigorated

desire to take part in God’s global mission.

During 2015, we undertook a consultation process to discover how our new name and brand had been received. We learned that our supporters greatly appreciate the energy, values and practical work of the Us brand, yet remain saddened by the loss of our historic name USPG. In response, we have chosen to move forward with our original name, albeit it in a slightly modernised form; the PG of USPG now stands for ‘Partners in the Gospel’ (we hold to the conviction

that the use of ‘propagation’ in ‘United Society for the Propagation of the Gospel’ remains difficult to use in today’s world). This change honours the value that our supporters place upon our historic legacy, and bestows upon us a resounding message that the Anglican churches of Britain and Ireland want us to go on prayerfully finding innovative, relevant and practical ways to help the world church in the work of bringing the most vulnerable closer to the promise of the full life. ■



Report of the Trustees

The Trustees have pleasure in presenting their report for the year ended 31 December 2015. This report is prepared in accordance with the Royal Charter, the Bye-Laws and the recommendations of the *Statement of Recommended Practice: Accounting and Reporting by Charities*, and complies with applicable law.

Structure, governance and management

Governing documentation and constitution

The Society is governed by its Royal Charter of 16 June 1701 as amended by the Supplemental Charter of 6 April 1882, the Supplemental Charter of 22 August 1921, the Supplemental Charter of 21 June 1956, the Supplemental Charter of 3 March 2014, the Orders of Council of 22 December 1964 and 19 November 1996. The United Society became a registered charity on 26 August 1964.

Supplemental charter

In 2013, the Society petitioned for a new Supplemental Charter which was approved on 11 December 2013

and signed on the Third day of March in the Sixty-Third year of HER reign. The new Supplemental Charter restates and replaces as appropriate the provisions and effects of the Original Charter of 16 June 1701 and three Supplemental Charters as amended in order to better regulate the constitutional affairs of the Society including changing the name and charitable objects of the Society.

Name

This Supplemental Charter officially changes the Society's name from The United Society for the Propagation of the Gospel (USPG) to The United Society and by the same name shall and may sue and be sued in all the courts in all manner of actions and proceedings and shall have the power to do all other matters and things incidental or appertaining to a body corporate.

Objects of The United Society

The objects of the Society are to advance the Christian religion in accordance with the principles and practices of the Anglican churches of Britain and Ireland amongst the churches of the Anglican Communion and the communities they serve, throughout the world, including through, but not limited to, the following means:

1. The relief of poverty;
2. The promotion of good health;
3. The advancement of education and the development of the capacity and skills of socially and economically disadvantaged members of such

communities in such a way that they are better able to identify, and help meet their needs and to participate more fully in society;

4. The training, development and other support of Church Leaders;
5. The provision of advocacy and working collaboratively with such churches and communities; and

Any other means aimed at improving conditions of life and prospects for the future as the Trustees shall deem fit in accordance with the principles of the Christian religion as practised in the Anglican Communion; including acting in co-operation with Partners in order to achieve such charitable outcomes.

General Secretary and directors

The General Secretary and the Directors, who are responsible for the day-to-day management of the Society, during 2015 and, at the date of this report, are shown on page 3.

Trustees

The Trustees, the charity trustees of the Society who are elected by the Council, during 2015 and at the date of this report, are shown on page 3. The search for new Trustees is carried out by the Recruitment Committee, having identified the areas of experience or knowledge required by the Trustees. A process of advertising and or direct approach to people suggested is adopted. The Recruitment Committee itself is elected by the Society's Council and chaired by one of its members who is not a Trustee. Once elected Trustees undergo a

formal induction process, usually at the Society's Office and carried out by senior staff, learning about the roles of a Trustee and the processes of the Society. Trustees are given the opportunity to attend appropriate seminars and courses, and are provided with relevant articles and publications. Trustees occasionally travel overseas to see the work of the Society first hand.

The only regular sub-committee of the Board of Trustees is the Finance and Audit Committee. In addition to those indicated on page 3, Mr Roger Hird serve.

Council has a membership of up to 141 persons who reflect both the Society's standing in the structures of the church and the support it receives as a voluntary organisation.

Trustees' responsibilities

Each year the Trustees are responsible for preparing accounts which give a true and fair view of the state of affairs of the Society at the end of the financial year, and the income and expenditure of the Society for that period.

In preparing those accounts, the Trustees are required to:

- Select suitable and applicable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the organisation will continue in operation.

The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the

Society, and enable it to ensure that the financial statements comply with charity legislation and the relevant governing instruments. They are responsible for safeguarding the Society's assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Risk management

The Trustees have a risk management strategy which identifies the major risks, to which the charity is exposed and the possible impact of these risks. Established systems are in place through the Annual risk register review and quarterly management reports to review both the risks and the effectiveness of the controls.

The risk management strategy identified that financial sustainability continue to be a major financial risk facing the Society. In addition to raising more income from donations, strategies are in place to apply for funding from trusts, foundations and other institutional funders. There is also an environment of stringent budgetary controls to prevent budget overspends.

Operational risks in areas of Employers liability, fire, health and safety are adequately provided for through insurance and there are robust policies and procedures in place, as well as regular awareness training for staff.

The nature of our work heavily involves overseas travelling to developing countries which means some level of risk is inevitable. With heightened insecurity in many parts of the world, it is vital we carefully monitor and adapt to challenging situations on an on-going basis. We have a risk management process in place and agreed with our insurers to make sure appropriate steps are taken to manage and mitigate these risks.

Public benefit

The Trustees confirm they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. Both from the Society's objectives, based on its foundation document of 1701,

its history and current activities, the Society has always seen its role as part of God's mission, seeking to bring his reconciling love to all peoples and in all places. We believe the Christian faith is of benefit to individuals and society as a whole. As a church based charity with a wide range of international programmes and relationships, we aim to share this benefit with others. How we do this is explained throughout this Report.

Pay policy for key management personnel

The Board considers that the Trustees and the Senior Leadership Team as set out in note 16 of the accounts comprise the key management personnel of the Society in charge of directing and controlling, running and operating the Society on a day to day basis. The pay of the senior staff is in accordance with a structured five-year progression pay scale. This is reviewed annually to reflect inflationary and cost of living adjustment. All Trustees give of their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 15 of the accounts.

Us Ireland

Us Ireland is our sister organisation. Formed as a 'branch' of Us (then USPG) it became a separate organisation in 2007. In the ensuing years it has evolved its own unique Irish identity. We share a common vision, values and historical legacy, but Us in Ireland now undertakes its own programmes. Alongside a focus on the Diocese of Swaziland, there is a link project with the Dioceses of Dublin & Glendalough and the Episcopal Diocese of Jerusalem, and ongoing work with the Dublin University Mission to Chota Nagpur.

We celebrate the joys of this partnership. As part of an excellent collaborative relationship, wherever we can, we support each other's work in terms of networking and leveraging support and, where appropriate, we undertake joint fundraising and share resources and materials. It is our custom to have a representative sit on each other's governance board. ■

Activities of Us during 2015

We are an Anglican mission agency acting in partnership with churches around the world. Together, we work alongside local communities, putting the gospel into action by providing healthcare, overcoming barriers to prosperity, nurturing leaders, promoting justice, and responding to crises.

Our work focuses on five key areas:

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Protecting health

Many of our partnerships with the world church have a focus on health and well-being in the broadest sense – body, mind and spirit. For us, ensuring vulnerable communities have access to healthcare is an expression of God's compassion and an act of social justice. Accordingly, we support hospitals and clinics, community-led health initiatives, and training for health workers. The following summary offers an overview of the health work undertaken with our global Anglican partners during 2015.

In **Bangladesh**, the church's hospital work continues to go from strength to strength, with an increase in the number of trained community nurses providing child and maternal healthcare.

In **Ghana**, an evaluation was carried out of a community health pilot programme run in Wiawso Diocese. Significant achievements were noted, including a reduction in malaria and improvements in hygiene and sanitation.

In **India**, Khristiya Seva Niketan Hospital, in Sarenga, continues to run a health outreach programme in six communities in preventative healthcare. As a result, there has been a noticeable reduction in alcoholism and domestic violence.

In **Lesotho**, the community healthcare programme run by St James' Anglican Hospital, Mantšonyane,

expanded to reach more communities. A major review of the programme will take place in 2016.

In **Malawi**, the four Anglican dioceses came together to review our Hand on Health initiative, which was an attempt to bring together communities and local health providers to tackle health concerns. The church went on to develop a national integrated programme that has a broader focus than health, taking in girl education, livelihoods and the mitigation of climate change.

In **Myanmar**, the Anglican Church is operating an integrated health programme, which continues to expand with volunteer health workers being trained in new parts of the dioceses.

In **Palestine**, we provide financial support for St Luke's Hospital, in Nablus on the West Bank. The

Sister Perpetua, from St Francis Hospital, in Kwa Mkono, Tanzania, runs an HIV/AIDS education outreach clinic. →

hospital provides a vital health service to a Palestinian community facing many hardships. The hospital does not discriminate; all patients are accepted regardless of nationality, religion or ability to pay.

The 60-bed hospital serves a community of 200,000 and treats around 20,000 patients per year. The hospital also runs a mobile health team to reach those who struggle to travel to the hospital due to the difficulties of passing through Israeli security checkpoints.

In **Tanzania**, a church-led PMTCT (Prevention of Mother-to-Child Transmission of HIV) programme in Central Tanganyika Diocese has been a great success. Many communities have been sensitised around the issue of HIV, and lives have been saved as a result.

Also in Tanzania, the Anglican Church has developed a national plan for strengthening its health work. The plan provides opportunities for diocesan health co-ordinators to meet to share experiences and learn from one another.

In **Zambia**, we support St Francis Hospital, in Katete, which serves a rural population of over 150,000. Out-patients were seen by the hospital through its 14 rural clinics, an HIV treatment programme and a community education programme.

In **Zimbabwe**, the church scaled up its HIV stigma mitigation programme from one diocese to all five dioceses in the country. In addition, we worked with ZNNP+ (Zimbabwe National Network of People Living with HIV/AIDS) to produce a report on HIV-related stigma in the country, the publication of which is helping to raise awareness of the issues among stakeholder groups, including the church, government and non-government organisations, and grassroots communities. ■



Spotlight on Bangladesh

A health programme for the elderly run by the Church of Bangladesh, with support from Us, is making a huge difference.

Many elderly people in Bangladesh receive little attention. There is no social security system, so the elderly rely on the goodwill of their families – but they are often neglected and their health suffers.

Shadhona Mondol is a community health worker who specialises in working with the elderly. She is based at the Us-supported Karpasdanga Clinic, which is linked to Bollobhpur Hospital, where Shadhona trained as a nurse on an Us scholarship 14 years ago.

Shadhona told Us about her work, which involves visiting over 500 elderly women in their homes across eight villages. She said: 'I'm so proud to be able to serve the elderly. Giving this service is the greatest blessing of my life.'

'Sadly, many older people are neglected, even ill-treated. They have little or no care at home. I saw one lady who was kept in a corner and only fed biscuits so she wouldn't need the toilet too often so there would be less need to clean up.'

'The elderly often have long nails because no-one cuts them, which means they can scratch themselves – and the cuts get infected. So I always carry clippers when I visit homes.'

'I've seen many stroke victims with paralysis and bed sores. I teach the families about movement – and show them how to clean and treat wounds. I might find the elderly unbathed and with lice. So I show the families how to use a lice comb, and I bathe them myself – teaching by example.'

'I teach the families what to do. I try to motivate them by explaining that if they look after their elderly relatives then their children will see this and do the same for them.'

'I learned all these things through my training at Bollobhpur Hospital and on-the-job experience, and also from the experience of looking after my own mother-in-law.'

'It is wonderful to see change. Families have started giving care to their elderly and we're seeing fewer deaths due to neglect.'



Lesotho

> St James' Hospital's outreach team visited 1,440 villagers across ten communities.



Palestine

> St Luke's Hospital, in Nablus, West Bank, treated 5,149 in-patients and 8,640 out-patients.

Tanzania

> The Prevention of Mother-to-child Transmission of HIV (PMTCT) programme operating out of Mvumi Anglican Hospital treated 1,901 women, and sensitised 481 men to HIV issues; 4 health workers were trained in PMTCT, infant diagnosis and nutrition; 52 infants received PMTCT services and testing.

> The Disabled Children's Hostel, Tanga Diocese, supported 40 children.

> St Anne's Hospital, Ruvuma Diocese, saw 2,954 adult in-patients and 2,848 children, with a total of 2,477 immunised.

> Milo Hospital, South West Tanganyika, saw 839 in-patients and 1,939 outpatients.



Zimbabwe

> Nationally, 1,693 took part in workshops focused on tackling HIV-related stigma, including 104 people with disabilities, 42 sex workers and 30 prison inmates. In addition, 260 Anglican clergy and congregations received awareness training to help combat HIV-related stigma.

> In the Diocese of Manicaland, 515 people took part in HIV-stigma workshops, of whom 17 went for HIV-testing.

Zambia

> St Francis Hospital saw 16,998 in-patients and 92,418 out-patients.

India

> An outreach programme provided 6 villages in Durgapur Diocese with training in preventative healthcare.



Myanmar

- > The church's health programme treated 5,140 patients in 6 dioceses; 500 children in 23 pre-schools benefited from a nutrition programme; mobile health teams treated and provided health education to 209 patients; medical equipment was provided for 36 voluntary health workers and 32 traditional birth attendants.
- > 70 church-supported health workers took refresher courses.
- > A WASH (Water, Sanitation and Hygiene) programme helped 150 villagers, with mosquito nets provided for 30 school children and 25 villagers.



Malawi

- > St Luke's Hospital, Upper Shire, saw 1,842 in-patients, 2,804 out-patients and 2,761 children aged under 5 years.

Ghana

- > The health programme in Wiawso Diocese saw 6,640 people across 3 clinics.

Bangladesh

- > Jobarpar Community Health Programme treated 2,375 patients in 11 villages; 290 mothers received nutrition training; 1,100 older people attended health workshops; 180 patients were trained in mitigating the effects of naturally-occurring arsenic in drinking water.
- > Bollobhpur Hospital treated 1,543 in-patients; community care workers made 15,464 home visits in 6 villages; elderly care workers made 7,778 home visits to care for 2,245 patients.

Enabling livelihoods

Our church partners have adopted an approach to community development that encourages people to make use of their own skills, strengths and local resources. Using this approach, communities discover it is within their power to drive change themselves rather than relying on hand-outs or the help of outside organisations. With a little instruction from the local Anglican church, communities have been able to achieve financial security and boost local agriculture. We also help communities with training in vocational skills, and we provide national Anglican Churches with loans that release the potential of church land and property.

In **Bangladesh**, we are supporting church-led community development. There is an emphasis on tackling health issues, care for the elderly, responding to natural disasters, combating gender based violence and child marriage, tackling hunger, and addressing social concerns such as drug addiction.

In **Ghana**, we are supporting the development of a national three-year strategy aimed at helping communities to generate income.

In **India**, we are supporting the Church of North India's *Let My People Go* programme, which seeks to empower marginalised Dalits and Adivasis through economic development initiatives. And in Delhi, we are supporting a programme run by the Delhi Brotherhood Society which trains vulnerable women in vocational skills so they can set up businesses and become self-supporting.

We are working with the Province of the **Indian Ocean** to support a five-year community development programme being rolled out in **Madagascar**, **Mauritius** and the **Seychelles**.

In **Jamaica**, we are supporting the work of the Anglican Togetherness Group (ATG) which brings together church and community groups so they can achieve more collectively. The aim is to share skills, assets and resources so community initiatives can achieve more.

The Diocese of **Lesotho** is running a church-led community development programme that is encouraging communities to identify and utilise local assets and skills. Using a technique known as CCMP (Church and Community Mobilisation Process), the diocese has helped to initiate livelihood projects to tackle food shortages.

Mathabang waits at St James' Hospital, in Mantšonyane, Lesotho. (Us/Leah Gordon)



In **Malawi**, we support community development through the Anglican Church's Community Integrated Interventions (ACCII) programme. ACCII takes a holistic approach, looking at a range of issues, including education, income-generation, agriculture, sanitation, protecting the environment, and care for those with HIV. Among other activities, villagers have developed baking initiatives, boosted agricultural yields, and planted trees.

The Episcopal Church of the **Philippines** (ECP) continues to develop its *Receivers to Givers* programme. ECP supports local community projects – such as growing peanuts or sweet potatoes then processing them into snacks and other food products. Those who receive help, and begin to generate a profit, are encouraged to become givers who support projects in other communities. To help communities sell their products, ECP and the local government has set up a shop in Besao, Mountain Province.

In **South Africa**, we are working with Hope Africa – the social development arm of the Anglican Church of South Africa. In the Diocese of Zululand, we worked together to support training in the church-led community development process. As a result, parishioners in St Cyprian's, Nongoma, arranged to have a borehole installed and started growing beans which will provide a staple diet, which means the parish can move from dependency on food aid to self-sufficiency. And, in St Margaret's, parishioners clubbed together to provide meals for orphans and to collect funds to send orphans to school.

In **Sri Lanka**, we supported the Diocese of Colombo in its work among vulnerable tea plantation communities, including support for pre-school groups, the provision of scholarships, and a nutrition programme.

We are working with the **Zambia** Anglican Council to support church-led community development in Zambia's five dioceses. Fran Mate, Us International Programme Manager, said: 'The aim is to help communities transform their situation using the God-given resources within their reach.' The first stage of the process involves running workshops to inspire members of the community and encourage them to 'dream dreams'. To date, the process has inspired income generation, action on gender issues, and ecumenical work among churches.

In **Zimbabwe**, we provided training in the church-led community development process, which uses bible studies and other techniques to inspire communities to tackle poverty using local skills and resources.



We continue to streamline the processes involved in our **Festina Revolving Loan Scheme (FRLS)**, which enables church partners to develop significant and sustainable income generating projects that utilise local resources and diversify income and financial capacities.

The Mothers' Union in Harare, **Zimbabwe**, received an award to build an events centre in Ruwa. Funds

were also given for the development of a hostel to be run by the Diocese of the **Windward Islands** in St Vincent, and for the proposed Anglican Eye Hospital in Kumasi, **Ghana**.

A previous award given for the extension of Daramombe Mission High School, run by the Diocese of Masvingo in **Zimbabwe**, has proved to be an

excellent example of the benefits of the revised FRLS process, and we are now planning to share some of the learning more widely to inspire and encourage future applicants.

Meanwhile, churches with outstanding FRLS loans are being offered re-financing packages based on the modification of existing businesses where feasible. ■

Spotlight on Malawi

Programme co-ordinator Tamara Khisimisi tells the stories of two beneficiaries of a Church of Malawi development programme.

Ireen lives in Chauheni village, close to Lake Malawi. She is 35 years old and HIV-positive. Her husband left home when Ireen became sick, leaving her to care for their six children, two of whom are also HIV-positive.

Due to ill health, in 2014 Ireen was able to harvest only three bags of maize from her smallholding. Sometimes Ireen's brother was able to offer financial support, which meant she could feed her children. But at other times her children went to bed hungry. And sometimes her children were sent home from school because Ireen couldn't pay the school fees.

Ireen did her best to survive by selling dried usipa fish and home-made mandasi cakes at the market.

Then Ireen's village was visited by a team from ACCII (Anglican Church's Community Integrated Interventions programme), which receives support from Us.

Ireen was given a grant to cover school fees and the children were given uniforms and learning materials. She was then shown how to maximise the use of her smallholding, which meant she could grow more food, with a surplus to sell at market.

Mellina, 48, lives in Kayoyo Parish with her husband and seven children. Life is tough for Mellina because her husband drinks alcohol and takes what little money she earns from selling home-made mandasi cakes. She has a small plot of land, but the yields are not good because she can't afford fertilizer.

Mellina's youngest daughter Doreen attends primary school and wants to be a nurse, but it will be a challenge to fulfil this dream because Mellina cannot always afford to pay Doreen's school fees, and sometimes Doreen goes to school on an empty stomach.

Furthermore, there is little time for Doreen to study. Like many children, Doreen is unable to focus on her homework because there is work to do on the family plot.

Fortunately, there is hope for Doreen and her family thanks to the ACCII programme which has supplied Doreen with a new uniform, school bag and learning materials, while Mellina is benefiting from training in income-generation.



Festina Revolving Loan Scheme

> 3 loans made to support projects in Ghana, the Windward Islands and Zimbabwe.

Lesotho / South Africa

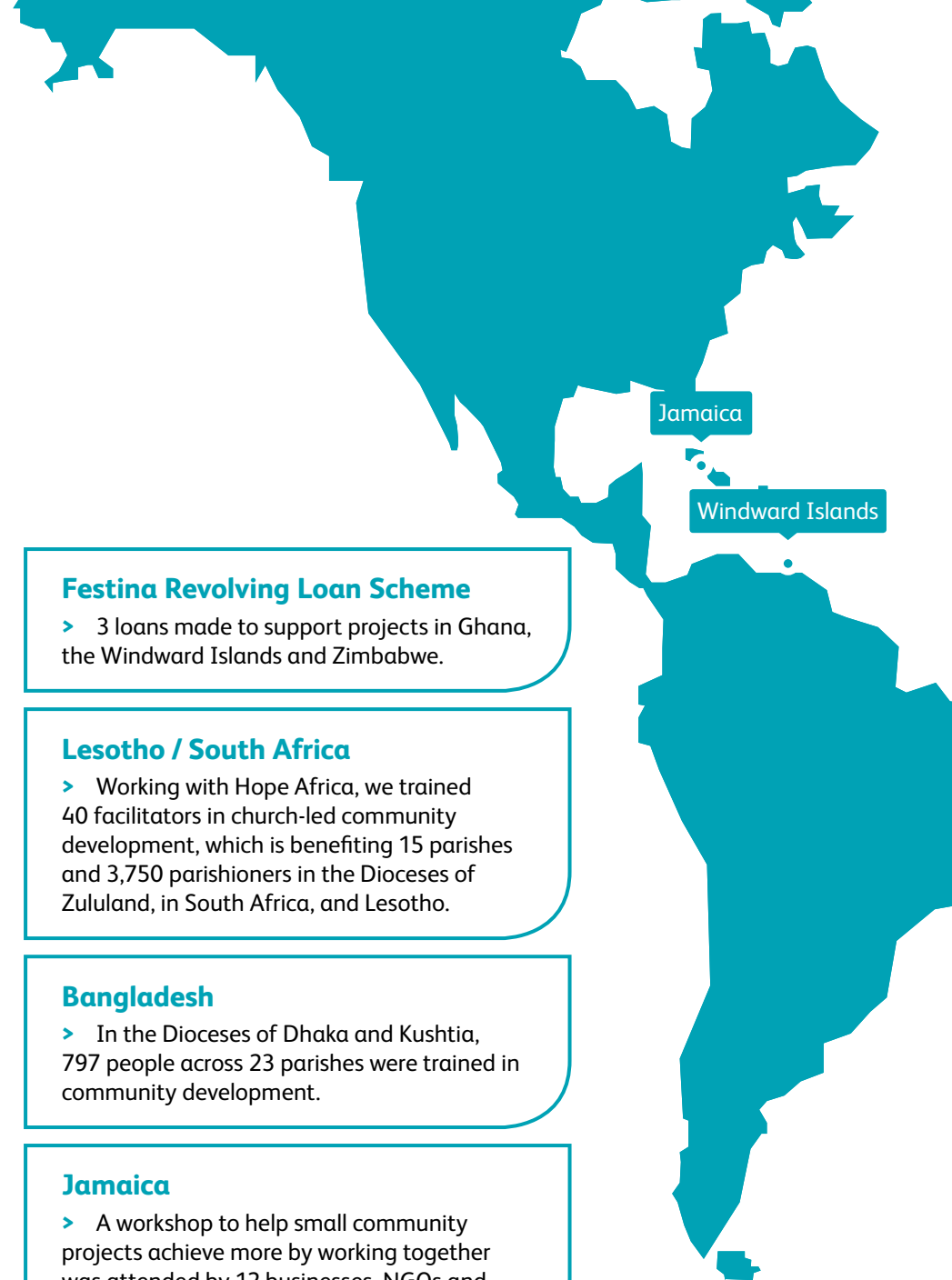
> Working with Hope Africa, we trained 40 facilitators in church-led community development, which is benefiting 15 parishes and 3,750 parishioners in the Dioceses of Zululand, in South Africa, and Lesotho.

Bangladesh

> In the Dioceses of Dhaka and Kushtia, 797 people across 23 parishes were trained in community development.

Jamaica

> A workshop to help small community projects achieve more by working together was attended by 12 businesses, NGOs and faith-based organisations.



Malawi

- > A campaign to highlight the importance of educating girls reached 5,000 parents and students, and provided 220 girls with school equipment.
- > 18 groups were trained in agricultural practice and in selling and marketing their produce.
- > 167 vulnerable households were given maize seeds and fertiliser; 49 households were given seedlings and pesticides; 30 households were helped to start kitchen gardens.



Philippines

- > 15 congregations were trained in church-led community development, with 9 communities subsequently implementing projects.
- > 18 young people receiving training in community development.



Ghana



Zambia

- > 35 facilitators were trained in church-led community development.

Zambia

Malawi

Zimbabwe

Lesotho

Bangladesh

Philippines



Zimbabwe

- > In the Diocese of Manicaland, 838 people were trained in church-led community development; 149 income-generation projects were started; 56 people were trained in small business development; 591 participated in community-saving schemes.
- > In the Diocese of Harare, the church-led community development process was rolled out in 10 communities, reaching 3,000 people.

Promoting justice

We believe the church is called to speak out against injustice, with a particular concern for those who are vulnerable and marginalised. In our work with churches, we are engaging with many issues of inequality and discrimination, some with a local focus, others with global implications. Alongside challenging injustice globally, our engagement with this work highlights inequity in our own context in Britain and Ireland, and challenges us to put our own house in order. During 2015, we focused on calling for justice for women, vulnerable workers, refugees and victims of human trafficking and persecution. Here is an overview of this work.

In February, through our membership of the women's rights campaign We Will Speak Out, we participated in the UK Foreign and Commonwealth Office's **Interfaith Conference on Gender Based Violence**.

In **Brazil**, we provided training for community activists who returned to their communities and set up initiatives that directly respond to the local needs of children and young people.

One such initiative offers guitar lessons and is providing children from difficult backgrounds with a safe place and a chance to do something fun while lessening the risk that they might get involved with drugs gangs.

In **India**, we are supporting programmes set up by both the Church of North India and Church of South India to help Dalit women, girl-teenagers and girl children through vocational skills training and

income generation projects, and through gender empowerment and advocacy initiatives.

In June 2015, we visited a number of church-run schools that are enabling vulnerable girls to secure a more positive future.

Also in India, in Nandyal Diocese, we are working with Bishop Pushpa Lalitha – Asia's first female bishop – to launch a women's empowerment project that is advocating for more opportunities for women and girls in employment and education. This new initiative in women's empowerment provided training for 200 women and girls.

We are also supporting the Delhi Brotherhood Society as it campaigns against gender-based violence.

This programme is providing a voice and legal support to women who might otherwise suffer in silence.

In the **Philippines**, we funded Anglican delegates to

Picking tea in Sri Lanka. (Us/Leah Gordon)



attend a Migrants and Chaplaincies Consultation, as well as the annual International People's Conference on Mining in the Philippines.

In **South Africa**, we are working with Hope Africa, the development arm of the Anglican Church of South Africa. Together, we are developing a programme to protect women from gender-based violence (GBV) and support the survivors of this violence.

In **Sri Lanka**, we are supporting the Diocese of Colombo as it works among tea plantation communities to help give children better access to healthcare and education.

In November, we launched a report for investment managers, shareholders and company directors into the possible impact of human trafficking in the supply chains of FTSE 100 companies. The report, was produced with ECCR (Ecumenical Council for Corporate Responsibility) and Finance Against Trafficking. The research was warmly endorsed by the Archbishop of Canterbury and attracted media attention from The Church Times, Anglican Communion News Service, United Christian Broadcasters, and The Mail on Sunday.

We continued to lobby for climate justice, primarily through our support for **Hope For the Future**, an ecumenical grassroots campaign group which co-ordinated training and publicity events to engage churches and MPs leading up to a major UN meeting on climate change held in Paris in December.

We developed and published a series of online meditations for Advent, entitled *Letters To Jonny*, which tackled the complexity of living with religious differences around the globe. ■



Spotlight on India

An extract from the annual report of the Us-supported Delhi Brotherhood Society (DBS).

Hema's story

Hema lost her parents at an early age and was brought up in her uncle's house, which is where she was living when she was married to Kailash in 2014.

Early on in the marriage, when Kailash went to work, Hema's father-in-law started visiting the house and walking uninvited into Hema's room.

One day, the father-in-law sexual assaulted Hema. She screamed and ran out of the house. Later, when she told her family, she was shocked that, instead of helping, her mother-in-law and brother-in-law shouted at her and told her not to say anything because it would ruin the reputation of the family.

When she reported the matter to her husband, he also shouted, claiming she was telling lies. In disbelief, Hema fled to her neighbours and with their help phoned the DBS helpline, and a legal case was registered against Hema's father-in-law.

Hema is now living in sheltered accommodation while the case is pursued.

Rajni's story

Rajni, aged 25, was living with her husband Amar, who drank every day and was frequently violent.

Most days, Amar's friend Sunil visited the house and the two men drank together. But one evening Sunil visited while Amar was out and he raped Rajni.

When Rajni told her husband, he turned on his wife, telling her she must have encouraged his friend so it was her fault.

Traumatized and physically wounded, Rajni called DBS. The helpline worker responded immediately, arranging for a medical check-up and registering Rajni's case with the police, who arrested Sunil.

Rajni is now being cared for by DBS.

Dr Monodeep Daniel, of DBS, explained: 'Finding solutions is never simple because each case presents its own unique difficulties. One encouraging sign in 2015 was the increase in support for our work from men in the community.'



South Africa

> A gender-based violence (GBV) programme, run with Hope Africa, has worked directly with 194 beneficiaries (132 women, 62 men). In addition, 40 survivors of GBV took part in a healing of memories workshop, 26 faith leaders received training in caring for survivors of GBV, and 35 church organisations took part in a GBV introduction workshop.



Brazil

Brazil

> In the Diocese of the Amazon, 25 community leaders were given training in tackling social issues, with a focus on the environment, gender, ethnicity, food, health, development and nationality.

> In a programme to nurture young people in the Amazon, 15 children received literacy support and 20 took part in a music project.

Philippines

Us stands alongside the church and others who speak against mining operations that destroy land and other laws and activities that reduce quality of life for the poor. Human rights group Karapatan recorded the following violations inflicted on protesters (Jul 2010–Sep 2015):

- > 612 extrajudicial killings;
- > 28 enforced disappearances;
- > 172 incidents of torture;
- > 555 cases of assault and injury.
- > 38,287 incidents of destruction or violation of home or property.



South Africa



Sri Lanka

An Us-supported education programme among marginalised tea plantation communities in the Diocese of Colombo reaches:

- > 347 direct beneficiaries;
- > 137 pre-school students in 4 pre-schools;
- > 75 students receiving after school support;
- > Over 100 students receiving exam preparation;
- > 5 students receiving A level scholarships;
- > 5 students receiving university scholarships.

India

Sri Lanka

Philippines



India

- > The *Let My People Go* programme, run by the Church of North India, reached out to 1,740 people from Dalit and Adivasi communities, with 296 people setting up income-generation projects. The programme is providing school meals for 1,385 children.
- > The Us-supported Delhi Brotherhood Society's women's helpline answered 820 calls, providing an emergency response in 200 cases and providing emergency shelter in 96 cases. Of these cases, 45 were resolved without police intervention (which means no expensive legal bills). In addition, 28 community training sessions were held to raise awareness of women's issues
- > In Nandyal Diocese, a new women's empowerment programme provided training for 200 women and girls.

Growing the church

We believe the church is enriched by global relationships that allow for the exchange of people, knowledge and resources. To this end, we work with our world church partners to encourage training and learning across and within churches, communities and cultures. In practice, this means we support a rich and diverse range of work, including the training of church leaders and the development of new thinking about mission. Here is a summary of the work we undertook in this area during 2015.

We supported the training of priests in churches and at theological colleges in **Ghana, Malawi, Zambia** and **Zimbabwe**.

Two regional workshops were held, in **Myanmar** and **Zambia**, for programmatic staff from the Anglican Churches we support from Africa and Asia. Both were a huge success. Forty staff members learned new skills in proposal and report writing. And, perhaps more significantly, the workshops were a chance for delegates to fellowship, network and share ideas. Participants came away with new friends and a richer understanding of global mission.

In **Brazil**, we are supporting the work of the Revd Antonio Terto, at Christ the King Church in the City of God, a neighbourhood of Rio de Janeiro. His focus is on developing community initiatives that support the poor and marginalised in this often neglected community that is renowned for its history of rivalry between drugs gangs and the police.

Also in **Brazil**, we facilitated the largest ever gathering of episcopal officials, clergy and lay people

from the Portuguese-speaking Anglican Churches in **Angola, Brazil, Mozambique** and **Portugal**, which led to the formalisation of the new **Lusophone Network**.

We also supported conferences for youth and women, hosted in Brazil, with participants from Mozambique, Angola and Portugal.

In **Ghana**, we are working with the Internal Province of West Africa to help develop a strategic plan.

Also in Ghana, we continue to support St Nicholas Seminary, which is helping to strengthen and develop leaders in the Church of the Province of West Africa.

In **India**, we are supporting the Church of South India's new Institute for Pastoral Management, which last year trained priests in human resources management, finance, IT, labour laws and church management.

In **Myanmar**, we supported the Holy Cross Seminary's new English language development course as well as a course for clergy in administration skills for local parishes.

In **Pakistan**, we continue to support the important work of St Thomas' Theological College. An office for the Church of Pakistan Synod has been established to co-ordinate training for church leaders across the country, including young people and women, with a focus on development.

In partnership with Hope Africa, we have been supporting a leadership development programme that is equipping the Anglican Church in **Southern Africa** with knowledge and skills in the areas of theology and development, social and community development, Christian leadership, public policy, and advocacy. As a result, the church has increased its ability to discern how best to fulfil its mission in society.

In **Zimbabwe**, the Diocese of Harare Theological Academy organised training for all clergy on climate change and leadership.

Working with CAPA (Council of Anglican Provinces in Africa), in August 2015 we ran a workshop in Kenya to train church leaders in the Church and Community Mobilisation Process (CCMP), which drew participants from 25 countries in Africa.

Also with CAPA, we ran a retreat which brought together bishops from the Anglican Church in **Zambia** to reflect and share knowledge on church growth, mission and development.

Through our **Exchanging Places** programme, we supported the Diocese of **Egypt** in its church ministry in **Tunisia** and **Algeria**.

Our **Expanding Horizons** programme helps priests, ordinands and church workers to explore the life and mission of the world church. Ordinands undertook short-term placements in **India, Malaysia, New Zealand, South Africa, Ghana** and **Zambia**. Also in 2015, we ran for the first time debriefing days for beneficiaries of the programme.

Our **Journey with Us** programme arranges world

church placements of up to a year for volunteers from Britain and Ireland from diverse backgrounds and age groups. In 2015, placements were arranged in **South Africa, Japan, Malaysia, Tanzania, Seychelles/Mauritius, Philippines** and **India**. Also in 2015, we organised a second Reflections and Reunion Weekend, bringing together 35 former volunteers from the past 12 years.

We partner the ongoing work of the **Asian Theological Academy (ATA)**, which seeks to train and inspire young church leaders and provide contextual theological reflection.

In 2015, ATA instigated the Peoples' School of Theology (PST) to explore theology from the perspective of people who are marginalised. God is incarnated in the marginalised, so how will a theology from this perspective differ from the dominant theologies to which the world church currently adheres?

ATA also ran a four-week Pastoral Institute, in Sri Lanka. This refresher course included reflection on what it means to be a Christian in Asia today. It was attended by young church leaders from **Sri Lanka, India, Pakistan, Bangladesh, Philippines, Malaysia** and **Mauritius**.

Our **Episcopal Accompaniment** programme provides groups of bishops with a confidential space in which to explore their vocation and the challenges they face in their local context. Three gatherings were held: for bishop in the **Indian Ocean**, held in **Mauritius** in February; for bishops in **Madagascar**, held in April; and for bishops from the Province of Southern Africa, held in **South Africa** in October. The gatherings were a mixture of quiet retreat, shared worship, bible study and discussion.

One bishop reported some weeks later: 'I am most grateful for the opportunity to be part of the Episcopal Accompaniment programme. I have soaked in and integrated so much of what I learned from our time together, it flows through me in retreat work and particularly preaching. To God be the glory. I am deeply and enormously grateful.'



Staff from our Global Relations team participated in a number of Anglican forums. We provided a resource person at a training course for new bishops in the Anglican Communion, held in Canterbury, and we are on the board of the International Anglican Family Network. We also provided input at the Partnership for World Mission annual conference and the Anglican Alliance Europe Consultation.

Visits were made to our church partners in ten Anglican provinces. One particular highlight was responding to a warm invite to attend the Triennial Synod of the Church of the Province of the **West Indies** (CPWI), in **Barbados**. Our relationship with CPWI is one of the oldest in our history. At the end of the Synod, we affirmed this historical relationship and pledged to work together more closely in future to help unlock the

↑ **Catechist at Holy Cross Theological College, Myanmar.**

considerable God-given human and material assets of the province.

As well as visiting our partners, we arranged for some of our partners to travel to the western hemisphere to share their wisdom and speak about the critical issues that affect our world today. Of particular note, we arranged for Bishop Ellinah Wamukoya from **Swaziland** to attend the United Nation's Commission on the Status of Women, in New York, in March, and we arranged for Bishop Pushpa Lalitha, the first woman bishop in **India**, to speak at Greenbelt Festival in August. ■

Spotlight on Expanding Horizons

By the Revd Stephen Earl, of the Diocese of St Edmundsbury and Ipswich, who spent six weeks with the Church of South India through our Expanding Horizons placement programme for clergy and ordinands.

It was a huge encouragement to spend time in India visiting churches that are full of life and the Spirit, with large congregations and so many young people.

Compared to the UK, where so many church statistics seem to be spiralling downwards amid apathy and secularisation, it was immensely uplifting to see a very different picture in India.

Again and again in India, I found the greatest joy and generosity among the very poorest and among the infirm who struggle with either mental or physical limitations or both.

I saw the face of Christ in so many of those I met. I saw Christ in the priests who work around the clock without rest, and who have sacrificed so much materially to pursue their vocation. I saw Christ in so many dedicated lay folk in the churches. I saw Christ in the children and teenagers who fill the churches, so exuberant in their faith – as much a part of the church of today as tomorrow. And, most especially, I saw Christ in the desperately poor, the disabled, the wounded, the frail and the elderly, who, in spite of tremendous burdens and privations, radiate an amazing joy and confidence in their faith.

As well as finding God in the brokenness of the world and in so many of the lovely people I met, this special time has helped me to come closer to God with a renewed awareness of my own brokenness before Him.

Seeing the church only from one's home perspective, we can easily miss the big picture; we often view ourselves as being a very large piece in the global jigsaw, but this experience has been a sober reminder that we are only a tiny piece.

My hope and prayer is that some of the joy and enthusiasm I experienced will stay with me and that I may be able to communicate this to others.

Brazil

- > We supported the Revd Antonio Terto, who is the Anglican priest in the City of God, Rio de Janeiro.

Myanmar

- > 12 church workers from 6 dioceses attended an English language course at Holy Cross Theological College.

Pakistan

- > 24 theology students were supported at St Thomas Theological College, Karachi.

Indian Ocean

- > 8 bishops were supported through our Episcopal Accompaniment Programme.
- > 32 church staff received training in capacity building.

Africa

In partnership with CAPA (Council of Anglican Provinces in Africa), we supported leadership training in many countries, including:

- > Training in church-led community development for 2 bishops and 24 women leaders in South Africa, 41 church leaders in Botswana, and 68 development co-ordinators in Zimbabwe;
- > In-service training for 82 head teachers and 41 priests in Uganda;
- > Training in running peaceful elections for 28 church leaders in Burundi.

Placement programmes

- > Through *Expanding Horizons*, we awarded 11 grants, including 8 Church of England priests on sabbatical and 3 ordinands on placement.
- > Through *Journey with Us*, we found placements for 16 volunteers.

India

- > 300 priests were trained in financial and human resource management.

Zimbabwe

- > 83 church leaders and laity were trained in responding to environmental crises at Harare Theological Academy.

Ghana

- > 8 students received scholarships for theological studies at St Nicholas Seminary.

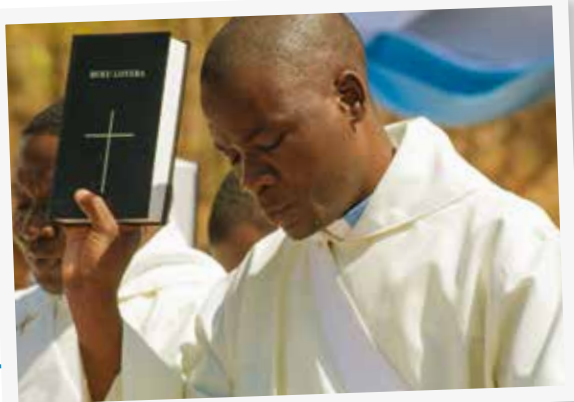
Sri Lanka

> Through the Church of Ceylon's Board of Mission, we supported training for 485 church leaders and laity, including a conference attended by 178 young people, a preaching workshop for 12 lay people, and a Christian education camp for 155 young adults.



Brazil

Ghana



Malawi

> Training in leadership provided for 8 theological students across four dioceses.

Malawi

Pakistan

India

Myanmar

Sri Lanka

South Africa

We supported leadership development in partnership with Hope Africa:

- > 12 bishops, 346 clergy and lay people, and 61 ordinands took part in a Poverty and Development course;
- > 20 diocesan administrators were trained in the use of church land, and 24 attended workshops on strategies for church investment.

Responding to crises

During 2015, our church partners experienced many crises, including natural disasters attributed to global warming. While the media and NGOs come and go, the church remains in place to support communities as they recover from the impact of disaster. As well as providing funds to support an immediate church response, we also work with our partners to develop strategies so they are better prepared for future emergencies. Here is a summary of the work we supported in 2015.

In **Madagascar**, in January, we provided support to the church after Cyclone Chedza claimed 68 lives, left 45,000 homeless, destroyed 2,322 homes and 200 schools, flooded eight health centres, and ruined thousands of acres of farmland.

Also in January, we sent funds to the Anglican Church in **Malawi** when severe rains and flooding claimed more than 200 lives and left more than 200,000 without homes or possessions.

Villagers made homeless by flooding were provided with food (maize, beans and salt), plastic sheeting for temporary shelters, blankets and buckets. The church provided food, water and shelter, as well as pastoral care.

When earthquakes struck in **Nepal** in April and May, the death toll passed 8,000 and an estimated 1.4 million were left in need of food and water. We supported some of the relief work provided by the Singapore-based organisation ACROSS (Anglican Crisis Relief Outreach and Support, Singapore), with a focus on medical interventions.

In August, we sent funds to the Anglican Church in **Ethiopia** to support its work among South Sudanese refugees who had fled fighting in their country. In particular, our funds supported the work of Anglican churches in Gambella, close to the South Sudan border.

Also in August, we supported the relief work of the church in **Myanmar** after houses, farms and livelihoods were lost when Cyclone Komen hit the country.

In October, an estimated 200,000 people in 130 towns in Rio Grande do Sul, southern **Brazil** were affected or made homeless following severe flooding. A grant from Us helped the Anglican Church to fund food parcels, drinking water, medicines, plastic sheeting for emergency roof repairs, and long-term plans to repair homes.

Emergency grants also supported church relief work after severe weather struck **Belize**, the **Bahamas** and **Dominica**.

We worked closely with the **Diocese in Europe** to

Refugees on the island of Lesbos, Greece.
(Samuel Nacar)



provide an Anglican response to the refugee crisis in Europe, with a particular focus on Greece.

This work continues; it is clear this humanitarian crisis will be ongoing for some years.

To date, we have funded a number of critically important initiatives identified by the Anglican Chaplaincy in Athens, primarily on the islands and in Athens. This included supporting a co-ordinator for three months to help organise the response of the ecumenical group of churches in Athens.

In the **Philippines**, we are providing funds to build new houses for over 150 families whose homes were destroyed during Typhoon Haiyan in 2013. The first of the new typhoon-proof homes have been built and are occupied by 28 families.

In **West Africa**, in **Guinea**, **Liberia** and **Sierra Leone**, we supported the Anglican Churches as they reached out to communities left reeling by the outbreak of the Ebola virus. With government and medical authorities struggling to know how to respond, the church's national networks proved to be ideal for disseminating information about how to avoid and respond to the epidemic. The churches provided food and drinking water for those in quarantine, medical care, and training in hygiene and sanitation. ■



Spotlight on Greece

By Brendan Woodhouse, a volunteer with the Us-supported charity Lighthouse Refugee Relief, who was on duty when a boat carrying refugees capsized.

People in the water were hysterical, screaming, sobbing and frightened. One sound in particular I will never forget: the screams of a mother who had lost her baby.

While everyone else was facing the shore shouting for help, she was facing out to sea. She shouted at me and pointed out to sea. About 15 metres away I could see a little black dot, bobbing up and down in the water.

I swam as fast as I could, knowing I was putting my life in danger as I'm not the greatest of swimmers. Eventually I reached it: a five-month-old baby girl, wrapped in a blanket, face down in the water, with no lifejacket. I grabbed her and looked at her face. Her eyes were rolled back. She was not breathing. She was as white as can be, but I knew she stood a chance.

I swam backstroke, facing the stars, with the little baby on my chest. I kicked as fast as I could. With my left arm I paddled, and with my right arm I pressed up and down on her chest.

I swam past people screaming for help. I swam with everything I had and more. I prayed to God, begging for her life. Eventually, I reached down with my feet and touched rock. I balanced as best as I could and gave her five rescue breaths. After the second breath, she sicked up water from her lungs and started to cry. It was the most beautiful sound in the world because I knew I had breathed life back into her.

Brendan reached the shore where other volunteers took over. The baby's condition was stabilised. Then she was reunited with her mother and rushed to hospital, where she made a full recovery.



West Africa

We supported Anglican Churches as they reached out to communities affected by the Ebola virus, including:

- > In Guinea, 75 young volunteers were trained to roll out a campaign to raise awareness in villages for how to combat the virus.
- > In Sierra Leone, 42 churches and 450 households were given buckets, bowls and cartons of soap to help with sanitation, while clinics were given buckets, bowls, soap and protective gowns, masks and boots.
- > In Liberia, protective suits and materials were provided so medical personnel could work in clinics. Also, in Liberia, 250 families in six communities were given buckets, hand sanitisers, chlorax, tide soap and liquid soap.

Greece

In response to the refugee crisis, we initiated support for a number of local organisations that are reaching out to refugees in need:

- > On the Island of Lesbos, we are supporting the work of Lighthouse Refugee Relief.
- > On the Island of Samos, we are supporting the work of the Greek non-profit organisation MedIn (Medical Intervention), which provides refugees with shelter, food, healthcare and psychosocial support.
- > We are supporting Apostoli, the humanitarian arm of the Orthodox Church of Greece. In Athens, Apostoli is providing shelter and clothes, prioritising children, the elderly and those with poor health. On the islands of Chios, Samos, Kos and Lerros, Apostoli is providing tents, sleeping bags, food parcels and hygiene kits.
- > In Athens, we are supporting the work of the Salvation Army as it provides food, water and medicine to refugees who congregate in local parks.

Brazil

- > When flooding affected 130 towns and cities in the state of Rio Grande do Sul, a grant from Us helped the Anglican Church to fund food parcels, drinking water, basic medicines, plastic sheeting for emergency roof repairs, and long-term plans to repair housing.

Ethiopia

- > Us helped the Anglican Church to provide South Sudanese refugees, who fled fighting in their country, with maize, tents, mosquito nets, soap, sugar and salt.

Malawi

> Villagers made homeless by flooding were provided with food (maize, beans and salt), plastic sheeting for temporary shelters, blankets and buckets.



Myanmar

> After Cyclone Komen hit the country in July, a grant from Us helped the church to provide emergency aid to 2,500 homes, representing 12,500 of the most vulnerable people.

> For the long-term, our grant will help the church renovate wells, repair houses and schools; provide educational materials for schools, seeds and plants for farmers, and latrines for villages; and roll out a WASH (water, sanitation and hygiene) programme.

Nepal

Myanmar

Philippines

Brazil

Guinea

Liberia

Sierra Leone

Ethiopia

Malawi

Madagascar

Madagascar

> Following the devastation caused by Cyclone Chedza, the church distributed rice to 2,000 people in 14 affected churches. The church also provided clothing, school supplies, temporary housing and kitchen utensils, and repaired houses.



Philippines

> 28 families affected by Typhoon Haiyan in Buenavista moved into new homes.

Nepal

> Following earthquakes in April and May, we helped to fund a medical response from the Anglican Church in Singapore. A grant from our Rapid Response Fund is also helping the church with plans to rebuild 18 schools, 18 churches and 8,000 homes.

Our fundraising and communications during 2015

Donations income

Our total donation income from individuals and churches for 2015 was £1,078m. This was just £22k short of our budget of £1,100m. This income came predominately from 1,026 churches and 3,775 individuals. Our target is to reach out to more churches and individuals in 2016 than we did in 2015.

Appeals

We ran three seasonal appeals in 2015.

Our Lent appeal focussed on building houses for families in the Philippines who lost their homes in Typhoon Haiyan. The response was good, raising a record £77k (2014, £41k). In November 2016, the first ten families took possession of their new homes.

By contrast, the results of our Harvest appeal, focussed on the women's justice work of the Deli Brotherhood Society, was disappointing. It raised £16k (2014, £20k).

Our Advent appeal focussed on the refugee crisis in Europe, where we are supporting the Diocese in Europe as it responds to this unprecedented situation. Our appeal raised £7k plus a further £50k in response to a Rapid Response appeal. In comparison, the 2014 Advent appeal raised £25k. We promoted other Rapid Response appeals during the year, seeking support for church relief work in response to flooding in Malawi and the Nepal

earthquake, among other emergencies, with a total income of £55k.

A highlight of the year came on 9 December when an Old Master painting – Julia by Joseph Wright – was donated to us for auction at Sotheby's to raise funds for our response to the refugee crisis in Europe. The selling price exceeded our wildest expectations when it sold for £550k. After costs, we received payment of £536k in March 2016. This will enable us to support the Diocese in Europe as it implements a co-ordinated response to the crisis over the next three years.

Gift Aid

At 22 per cent of all individual income, our HMRC Gift Aid claim of £93k is a testimony to the thoroughness of our Fundraising and Finance teams.

Donor acquisition

We embarked on a donor acquisition telephone campaign during 2015, which provided some valuable learning. The level of engagement was far lower than expected, and the sign-up rates proved extremely disappointing. The calls were well scripted and conducted professionally, but the refusal rate was nonetheless high and the conversion rate low, with fewer than 0.4 per cent of completed calls resulting in a donation commitment.

A year-long anti-charity campaign in the popular press may have contributed to the lack of response. The quality of contact data acquired and low brand recognition of Us may have been other reasons for the poor results. Further testing may yield better results in future, but given the urgency of our financial position it has been decided to proceed no further with cold acquisition fundraising at this stage.

Endowment and impact investment

We have been bequeathed with endowments during our 315-year history. The bulk of this historic wealth cannot be spent but is invested to generate an income which directly funds our programmatic work with our partners.

Currently, the endowment is invested via traditional fund management into UK, European and global markets – in accordance with Church of England ethical guidelines – making a respectable return per annum.

Impact investment presents a new opportunity to invest some of our endowment fund into major projects set up by our global church partners. The aim is to help our church partners release the potential of land they own in order to generate an income to fund local mission and ministry in a way that brings social and environmental benefits.

We have been exploring a number of possible investment opportunities with our partners. Conversations have taken place within the Church of Ceylon, the Zambian Anglican Council, the Anglican Church of Tanzania and the Anglican Church of Southern Africa. We hope these conversations will lead to detailed feasibility studies during 2016.

Communications

Transmission, our flagship publication, was published three times during 2015. The size of the magazine was reduced slightly in order to ensure that our postage costs are kept to a minimum. The quality of content remains high, showcasing the variety of our partners' work.

Our electronic communications continue to go

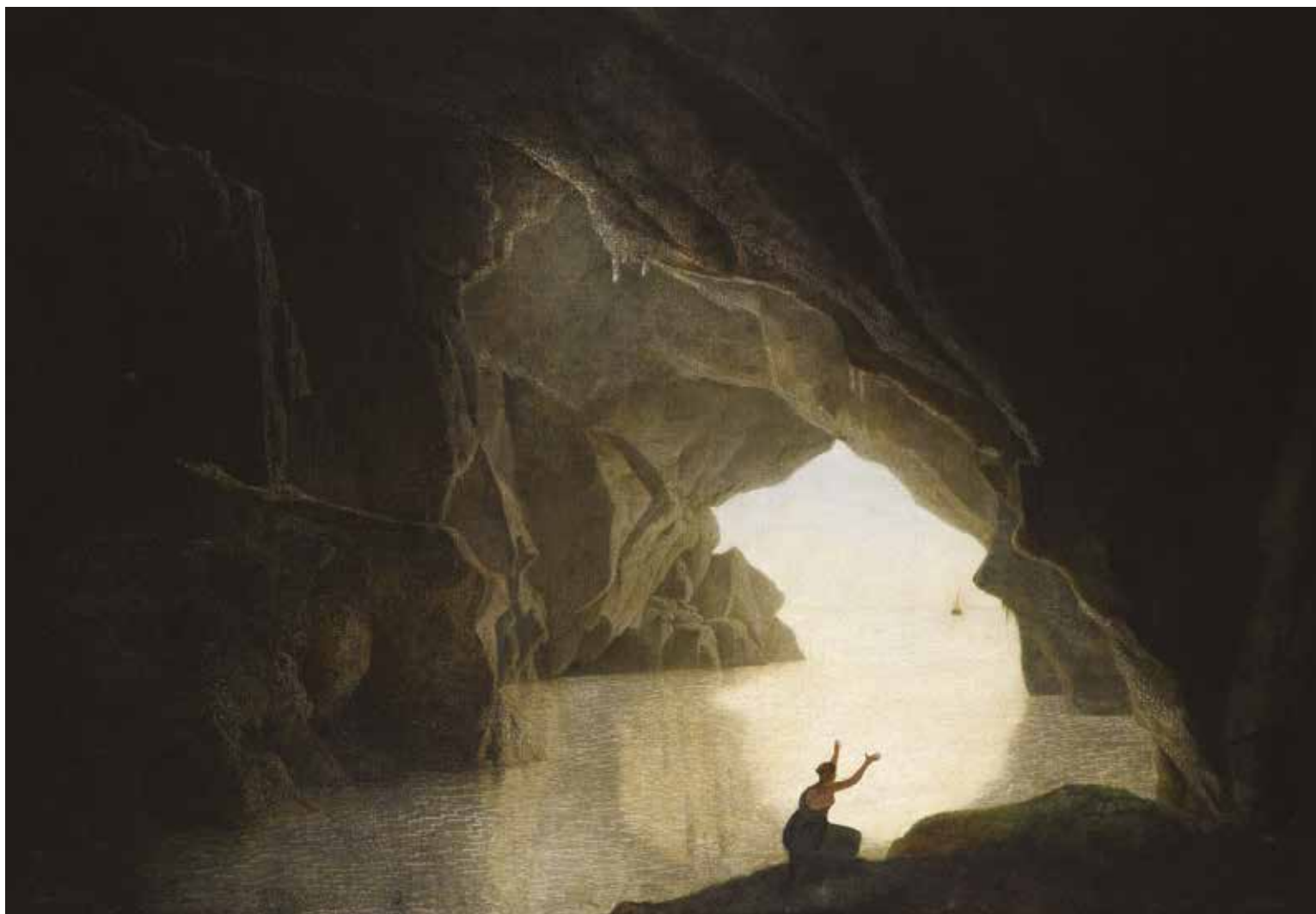
In December 2015, an Old Master painting was auctioned to raise funds to support work among refugees in Europe.

from strength to strength. In particular, we saw the launch of a blog page and we intensified our presence on Facebook and Twitter, as shown in the number of 'Likes' for our Facebook page rising from 250 to 1,200 during the year.

We continue to keep in touch with news and media outlets, both Christian and secular. As well as sending out regular press releases, we have worked with Premier Radio and UCB Radio to arrange interviews with staff members and our world church partners.

Also in 2015, we implemented a highly focused print advertising strategy which saw adverts in every edition of The Church Times and The Church of England Newspaper, alongside an advertising presence in some other publications.

This pro-active approach to social media, advertising and press releases has helped to raise our profile, as demonstrated in an increase in calls to request further information, articles, photos and interviews. ■



↑ This is the oil painting 'A Grotto in the Gulf of Salerno' – known as 'Julia' – by Joseph Wright of Derby. It was donated by Godfrey Meynell MBE, of Derbyshire, and was auctioned at Sotheby's to raise funds to support our work among refugees in Europe. The painting raised £536,000, after costs.

The painting depicts Julia, who historians believe was the granddaughter of Roman Emperor Augustus, and married to Paullus. It is claimed the emperor discovered Julia was having an affair, so he exiled her to the small Italian island of Trimerus. However, an alternative theory suggests Julia was exiled for her part in supporting an attempted revolt against Augustus.

The painting had been in the Meynell family since 1840. Mr Meynell told Us: 'We're delighted with the sale. We had a family celebration. We feel this gift comes from the whole of Derbyshire.'

Our mission engagement during 2015

Diocesan work

Members of the Mission Engagement Team have travelled widely across Britain to meet with dioceses and parishes, which have led to invitations to take part in various diocesan events and services to raise understanding about our work and explain how we can support dioceses in global mission.

The team has also been working hard to raise awareness of our Speaker programme.

General Synod

We organised two fringe events at the General Synod of the Church of England.

The first event highlighted our work with the church in Delhi to help communities tackle domestic violence. We received positive feedback for our display stand and the resources we were offering.

The second event was a panel discussion on migration, with a particular emphasis on the refugee situation in Europe.

This event also received positive feedback, and our work with the Diocese in Europe was referenced in the subsequent Synod debate about the refugee crisis.

And the event received a significant amount of coverage via social media and in the church press, and a film of the event was put on our website and also proved popular.

Events

We produced a new photo exhibition to showcase our work, which was launched at Portsmouth Cathedral with a special evening service and drinks reception attended by the cathedral dean, the Bishop of

Portsmouth, and other key supporters.

We organised a stand at the New Wine gathering, and 500 people came to talk to us, watch a film with a focus on our work in Delhi, and take away a bag of resources.

We started an exciting new partnership with Greenbelt Festival. We invited Bishop Pushpa (the first woman bishop in South Asia) and Anjum Anwar (the first Muslim to work for a Church of England cathedral to help promote inter-religious understanding and dialogue) to come and share their perspectives on our work. Both were warmly received by Greenbelt, speaking to over 600 people during the weekend, and Bishop Pushpa co-celebrated the festival's Communion service, which was attended by up to 8,000 people.

Both speakers held several church press and radio interviews and spent time on our stand, where we met and resourced around 300 people.

Film, social media and resources

In addition to the film of our refugee and migration Synod event, we worked with our communication colleagues to develop seven new films that show the work of the world church and invite people to support and pray for this work.

These films have all been well received, being watched by at least 1,490 people during our summer events. The films have been promoted through social media, which has created traffic to our website.

We also helped to write and shape various fundraising appeals and resources, helping to double the number of resources being given out at festivals compared with 2014.

Volunteering

2015 was a year of consolidation and growth within the Us volunteering programme in terms of both numbers and engagement.

We now have clear volunteering policies, laid out in a new Volunteer with Us handbook, as well as clear descriptions of roles for our Speakers and Bishops' Nominees.

We launched the new role of Parish Contact to help improve communication with key volunteers in supporting parishes.

Almost 200 Parish Contacts have already signed up, and over half have agreed to receive a quarterly email update.

We continued to run successful events for our volunteers, including training days for Speakers, and five regional volunteer training days, held in Wales, London, Bristol, Birmingham and York, which engaged over 40 volunteers (an increase on 2014).

We ran three Sharing and Debriefing days for participants in our Expanding Horizons programme for clergy and ordinands, and we continue to develop our relationship with this key group of stakeholders. We also piloted a Trustee Induction day, which we hope to now run with all new trustees.

Sadly, a proposed trip to take volunteers to Bangladesh was cancelled by our partners at the last minute due to political turbulence in that country. However, we are now exploring new possible ways to provide volunteers, including Trustees, with a first-hand experience of the life of the world church.

We continued to produce a range of resources for our volunteers and supporters to use in churches, including talks for Lent and Harvest, a range of PowerPoints, worship and school assembly material, and a new toolkit for making pilgrimages.

We remain exceptionally grateful for the enthusiasm and energy of all our volunteers. They enable Us to raise our profile, be at more events, fulfil more speaking engagements, raise more money and reach far more churches and supporters than we could do with employed staff alone. ■



Volunteer Catriona Duffy on the Us stall at Greenbelt Festival.

Finance review

Our appeal for funds, in conjunction with the Diocese in Europe towards the refugee crisis in Europe was very successful. These funds enabled us to respond to the crisis together with other ecumenical partners. A significant gift was received from an anonymous donor and was auctioned for £536k. This one off gift increased our donations to a total of £1,614k however donations from our principal sources (Churches and Individuals) fell from £1,083k in 2014 to £1,078k, a slight decrease of just £5k.

Income from Legacies increased from £454k in 2014 to £549k. It is worth mentioning that £93k of the 2015 legacies was accrued as per the new SORP income recognition guidelines. The guideline also requires that donation and legacy income are shown as a combined in the SOFA.

Our Investments returned an average income yield of 3.6 per cent. In the light of the slowing down of growth in the world's major economies, this performance is good. Actual investment Income received in the year was £1,778k against £1,788 received in 2014. Our Investment portfolio is well diversified to provide steady income for the Society's work as well as capital growth.

Total income for 2015 was £3.98m compared to £3.36m received in 2014. This shows a growth of

18 per cent largely attributable to the one off gift explained in the first paragraph.

The income chart shows that in 2015, 45 per cent (2014:53 per cent) of income came from investment. The percentage of total income from donations was 40 per cent (2014:32 per cent) and legacies remained at 14 per cent in 2015 and 2014.

We are thankful to our many supporters and churches for their prayers, time and continuing generosity without which we would be unable to support our brothers and sisters within the world church. We are particularly grateful for the financial support received from members and patrons of The Bray Circle.

Total expenditure increased by 10 per cent from £3.82m in 2014 to £4.04m. The percentage of total funds spent on our charitable objectives continues to improve. This year, our programmes accounted for 81 per cent (2014: 77 per cent) of total expenditure.

The costs of generating funds as shown in the pie chart represent 15 per cent (2014:18 per cent) of total expenditure.

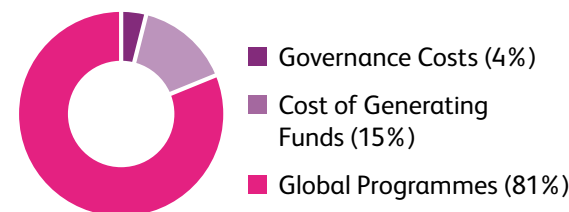
Our governance costs which includes the costs of organising the annual conference, council meetings, Trustees' meetings and legal fees were just 4 per cent of total expenditure (2014:5 per cent).

The year ended with a deficit of £69k (2014: £460k deficit) before gains of £665k (2014: £2.39m gain) on investment assets were recorded. There was a further gain of £859k (2014: £1.33m loss) on the pension scheme assets. The net movement in funds for the year was therefore £1.46m (2014: £606k).

The financial control environment

The Society prepares a budget each year and a quarterly budget forecast together with management accounts and cash flow statements. These reports are discussed by the senior management group and

How the Resources were spent



scrutinised by the Finance and Audit Committee prior to submission to the Board of Trustees. The Finance and Audit Committee meets four times a year.

There is a strong budgetary control environment where each expenditure item is authorised by the budget holder and checked by the finance team against approved budgets. Internal control procedures are in place regarding opening of mails, banking, purchase ledger processing, banking (including internet banking) and cheque payments. These are reviewed regularly to ensure their effectiveness and robustness.

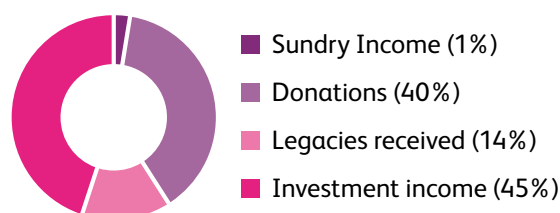
The Society's finances are subjected to an independent audit each year.

Trustees and the senior staff of the society are made aware of any potential conflict(s) of interest and are required to complete a related party declaration as and when a potential conflict arise and also at the end of the year as part of the annual audit process.

Investment powers, policy and performance

Under the Supplemental Charter of 21 June 1956, as amended by the Order in Council dated 19 November 1996 and the Supplemental Charter of 3 March 2015, the Trustees have full and unrestricted powers of investment in respect of the general funds of

How the Resources were raised



the Society, and the endowment funds are invested according to the requirement of individual funds. All investments held by the Society have been acquired in accordance with the powers available to the Trustees.

Rathbones Investment Ltd manages the general funds of the Society as well as the Pension Scheme funds. CCLA Investment Management Ltd continues to manage about 90 per cent of trust investments through their range of pooled funds with The Charities Property Fund managing the balance of trust investments. At December 2015, the total market value of funds managed by CCLA was £31.38m (2014:£31.58m) Rathbones, £9.6m (2014:£9.7m) and the Charities property fund, £3.83m (2014:£3.58m).

Ethical investment policy

The Society has adopted the ethical investment policy of the Church of England, as recommended by the Church's Ethical Investment Advisory Group, which states that no funds will be held in any company where:

- Over 25 per cent of turnover comes from Tobacco, Gambling, Alcohol, Weekly collected home credit and Human Embryonic cloning.
- Over 10 per cent of turnover comes from Arms.
- Over 3 per cent of turnover comes from pornography.

The policy on collective funds: No funds to have more than 25 per cent of its holdings in companies which breach the above criteria.

The Trustees meet with the investment managers twice a year to review their performance, set annual income targets as well as receive confirmation that the ethical investment policy is being adhered to.

Grants policy

The Society does not give direct grants to individuals or organisations. It funds programmes agreed

with partner churches around the world through memorandum of understanding.

The Society's reserves

The Society's reserves are a complex mix of unrestricted reserves (free reserves), designated reserves and restricted reserves. The restricted reserves are funds earmarked for specific geographical regions or objects and cannot be spent until stable leadership and other conditions in those areas are met. These do not form part of our free reserves as Trustees have no discretion over this. Unspent restricted funds in the year are carried forward into the subsequent year to comply with the donors' specific requirements. This includes funds received for the Europe refugee crisis appeal.

Free reserves

These are unrestricted reserves that are available without restriction to fund working capital, shortfalls in income, innovations, unexpected expenditure or other financial obligations such as pension fund adjustments. Recognising the need to maintain continuity of funding of programmes which are approved over a 2 – 3 year period in anticipation of income each year, Trustees assess the level of free reserves considered appropriate to ensure the Society's continued ability to carry out its objectives as well as manage risks and future liabilities. The reserves policy anticipates that the level of reserves should represent at least 12 months operational costs.

The free reserve at 31 December 2015 was £5m (2014:£4.6m) which represents approximately 13 months of operational costs as per the 2016 budget. (2014:12 months).

In 2013, Trustees put in place a 20 year deficit financing plan to pay £9.5k monthly towards the deficit on the Home staff pension scheme. This

arrangement will be reviewed at the next triennial valuation in 2016.

Trustees have further designated £1.5m to guarantee the loan from the Society to the Festina Loan Scheme, finance any large increases in pensions payable and the purchase of fixed assets such as computers, office equipments and furniture. The Society has set aside £57,000 within designated funds to mitigate against possible effects of a sudden closure of Us Ireland.

Future plans

The strategic direction of the work continues using our five areas of intervention and includes the mandates agreed directly with the partners during our consultation in Delhi in 2013.

In 2016 our programmes will work with church and communities to ensure that whatever the focus of the particular programme be it economic development, community health or disaster response we will focus on the position of women and girl children where the prevailing culture may diminish their potential.

Some of our programmes do focus specifically on issues of gender injustice such as the work of the churches in Malawi to ensure the education of girl children and the community wide approach taken in combating domestic violence in Zambia.

Education and economic empowerment are key in helping unlock the potential of women to play a full role in family, community and church.

Now all of programmes will use tools to ensure that women are not sidelined but included in the decision making.

We will promote their access to education and training, support efforts to increase incomes and promote their abilities as leaders.

The test of a strategic plan is often in how it enables an organisation to deal with events. In 2015 the misery of the ongoing civil war in Syria developed into a humanitarian crisis that has engulfed not just the Middle East but Europe too as millions have fled from conflict.

Our plan established that we want to support church and community in responding to disasters. Joining the generous response of the churches in these islands with long held partnerships with the Diocese in Europe we have begun work in Greece to help refugees in their journey to find peace and security for their families. In an often chaotic and fast moving situation we are finding ways to support the most vulnerable

in Athens, the borders with Macedonia and the Greek Islands having the flexibility and local knowledge that can be a struggle for the larger agencies. Given the funding we have received and that size of the crises we expect to be working on the refugee situation in Europe for the next three years although the nature of the programme can only be defined as the political response across Europe and the Middle East evolves.

Our existing programmes are not immune to events that can cause them to realign their activities with a new reality.

Several of our partners in Africa are facing drought and the failure of crops; political intransigence in South Africa, instability in Lesotho. If our programmes are to succeed it is vital that they are flexible enough to help communities create coping mechanisms – indeed it is an essential quality, if people are to flourish, that they can recognise threats as well as opportunities and instead of meeting downturns in passive stoicism they find ways to overcome the barriers.

In July 2016 we will meet with our partners in Fiji. This consultation is at the invitation of Archbishop Winston Halapua for the worldwide church to stand in solidarity with the islands of the South Pacific so threatened by climate change.

It will also be an opportunity for our partners to share their own contexts and priorities. We will align our activities and if necessary our strategic plan with the outcomes of this important gathering.

The fundraising climate for charities in the UK changed considerably; the Society reviewed its fundraising policies.

No changes were necessary for us to issue a statement to our supporters pledging that we would not sell their details and would send no more than four mailings a year. However in light of concern around charity fundraising we have moved away from buying lists for direct mail appeals as well as trying to engage

support through a telephone campaign. We feel that the quality and scope of our global programmes could meet the agendas for trusts and foundations and we will look to engage support from that sector in 2016.

In 2016 we will instigate a worldwide USPG Sunday where we will produce liturgical resources using the experience and context of our partners to uphold mission in today's world.

This initiative came from the Delhi consultation where partners expressed a desire to contribute funding to the Society.

We hope the resources will be used on every continent and unite us all in prayer and participation in mission, giving all churches across the communion the chance to contribute financially.

In our work on these islands our resources to highlight global mission have been aimed at use in the traditional Sunday services of the Anglican Church. We will move forward looking to work in every way the church meets its community – resources for schools, Messy Church, women's groups, house groups and specific areas where church/community/global issues would benefit from advocacy informed by the voices of our partners.

The Revd Canon Chris Chivers

Chair of Trustees

28 April 2016

Naw Ku Mo Kayar teaches at a church-run kindergarten in Ma U Kyuusaung village, Myanmar. (Us/Leah Gordon)

→



Independent auditors' report to the Trustees and Members of The United Society for the year ended 31 December 2015.

We have audited the financial statements of The United Society for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flow, and the related notes.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 9), the trustees are responsible for the preparation of financial statements which give a true and fair view. We have

been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. 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

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2015 and of its net movement in funds, 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 Charities Act 2011.

Matters on which we are required to report by exception

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

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

haysmacintyre
Chartered Accountants and Registered Auditors
26 Red Lion Square,
London WC1R 4AG

haysmacintyre are eligible to act as auditors in terms of section 1212 of the Companies Act 2006

The United Society: Statement of financial activities for the year ended 31 December 2015

	Notes	Unrestricted General Funds £'000	Unrestricted Designated Funds £'000	Restricted Income Funds £'000	Endowment Funds £'000	TOTAL 2015 £'000	TOTAL 2014 £'000
Incoming Resources							
Donations and Legacies	12	1,330	-	833	-	2,163	1,537
Income from charitable activities :							
Sundry Income	13	35	-	-	-	35	39
Investment income	13	550	-	1,228	-	1,778	1,788
Total Income		1,915	-	2,061	-	3,976	3,364
Expenditure	15						
Cost of raising Funds		609	-	-	-	609	692
Expenditure on Charitable Activities :							
Global Programmes and Mission Engagement		2,227	-	1,209	-	3,436	3,132
Total Expenditure		2,836	-	1,209	-	4,045	3,824
Net income/(expenditure) before gains on investment assets		(921)	-	852	-	(69)	(460)
Gains on investment assets		8	-	22	635	665	2,391
Net income/(expenditure) after gains on investment assets		(913)	-	874	635	596	1,931
Transfers between funds	9 & 10	428	(24)	(9)	(395)		-
Actuarial (loss)/gain on pension schemes	18	859	-	-		859	(1,325)
Net movement in funds for the year		374	(24)	865	240	1,455	606
Reconciliation of funds							
Total Funds brought forward		4,628	1,496	5,385	32,622	44,131	43,525
Total Funds carried forward		5,002	1,472	6,250	32,862	45,586	44,131

The notes on pages 43 to 58 form part of these accounts.
The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Statement of financial activities for the year ended 31 December 2014.

	Notes	Unrestricted General Funds £'000	Unrestricted Designated Funds £'000	Restricted Income Funds £'000	Endowment Funds £'000	TOTAL 2014 £'000
Income						
Donations and Legacies	12	1,240		297		1,537
Income from charitable activities :						
Sundry Income	13	39				39
Investment income	13	578		1,210		1,788
Total Income		1,857		1,507		3,364
Expenditure						
Cost of raising Funds	15	692				692
Expenditure on Charitable Activities :						
Global Programmes and Mission Engagement		2,376		756		3,132
Total Expenditure		3,068		756		3,824
Net income/(expenditure)for the year		(1,211)		751		(460)
Transfers between funds	9 & 10	(60)	72	(12)		
Gains/(losses) on investment assets		373		30	1,988	2,391
Actuarial (loss)/gain on pension schemes	18	(1,325)				(1,325)
Net movement in funds for the year		(2,223)	72	769	1,988	606
Reconciliation of funds						
Total Funds brought forward		6,850	1,424	4,617	30,634	43,525
Total Funds carried forward		4,627	1,496	5,386	32,622	44,131

The United Society Balance Sheet at 31 December 2015

	Notes	2015 £'000	2014 £'000
Fixed assets			
Tangible Fixed	2	48	72
Assets Investments	3	44,820	45,114
Total fixed assets		44,868	45,214
Non current assets			
Loans and Debtors due less than 1 year	5	1,083	1,169
Current assets			
Loans and Debtors due less than 1 year	5	1,193	478
Creditors and Short Term Deposits		816	612
Total current assets		2,009	1,090
Liabilities			
Creditors falling due within one year	6	786	881
Net current assets		1,223	209
Total assets less current liabilities		47,174	46,592
Creditors: Net Pension Scheme Liabilities	18	(1,588)	(2,461)
Net assets	11	45,586	44,131
The Funds of the society			
Unrestricted Funds:			
General	7	6,590	7,089
Pension Schemes	18	(1,588)	(2,461)
Designated	8	1,472	1,496
		6,474	6,124
Restricted Income Funds	9	6,250	5,385
Endowment Funds:	10		
Expendable		17,098	6,136
Permanent		15,764	26,486
		32,862	32,622
Total charity funds	11	45,586	44,131

Statement of Cash Flow for the year Ended 31 December 2015

	Notes	2015 £'000	2014 £'000
Cash used in operating activities	3	(2,529)	(2,143)
Cash flows from investing activities			
Interest income		1,778	1,778
Purchase of fixed assets		(3)	(42)
Purchase of investments		(852)	(3,657)
Sale of investments		1,839	1,532
Cash provided by (used in) investing activities		2,762	(379)
Cash flows from financing activities			
Repayment of Festina loans		(29)	78
Cash used in financing activities		(29)	78
Increase (decrease) in cash and cash equivalents in the year		204	(2,444)
Cash and cash equivalents at the beginning of the year		612	3,056
Total cash and cash equivalents at the end of the year		816	612

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

	2015 £'000	2014 £'000
Net movement in funds	(69)	(460)
Add back depreciation charge	26	27
Deduct interest income shown in investing activities	(1,778)	(1,788)
Pension creditor movements	(14)	(185)
Decrease (increase) in debtors	(600)	225
Increase (decrease) in creditors	94	38
Net cash used in operating activities	(2,529)	(2,143)

Eveline benefited from an economic empowerment programme run by the church in Mwape, Zambia.



The United Society: Notes to the accounts for the year ended 31 December 2015



1. Accounting Policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)). The United Society meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). b) Reconciliation with previous Generally Accepted Accounting Practice In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. At the date of transition in applying the requirement to recognise liabilities arising from employee benefits, no liability was recognised for short-term compensated absence arising from employee entitlement to paid annual leave. No restatements were therefore required. This is the first year of preparing the accounts as required by FRS 102 and the Charities SORP 102. The policies applied under the entity's previous accounting framework are not materially different to FRS 102 and have not impacted on the reserves.

(a) Donation, legacies and fundraising income

These are recognised in the accounts when received or when the Society becomes legally entitled to them and they can be reasonably measured. Income received for general purposes of the Charity are included as unrestricted funds. Income for activities restricted by the wishes of the donor or the terms of the particular trust deed is taken to restricted income funds. Income required to be retained as capital in accordance with the donor's wishes are accounted for as endowments – permanent or expendable according to the nature of the restriction.

(b) Investment income

Investment income is accounted for as it accrues. Investment income to be spent in accordance with the particular terms of a trust is included in restricted income funds

(c) Expenditure

Resources expended are accounted for on an accruals basis. Support costs which cannot be directly apportioned are allocated between costs categories on the basis of the Trustee's estimate of the time spent on the relevant functions. Cost of generating funds comprises expenditure incurred by the Society in appealing for donations. Costs of charitable activities consist of all expenditure directly relating to the objects of the Society together with an allocation of support costs. International programmes costs: these are the costs of programmes across the Anglican Communion developed jointly with our partners. Programmes costs are approved by Trustees as part of the overall budget of the Society on an annual basis. Funding for these Programmes are formalised through a Memorandum of understanding (MoU). Governance costs comprise expenditure on management and compliance with constitutional and statutory requirements together with an allocation of support costs.

(d) Fixed assets investments

Investment properties are included in investments and are stated at Trustees' valuation based on similar properties being sold in the area. Other investments are stated at market value. Gains (or losses) are reflected in the Statement of Financial Activities in the year in which they occur.

(e) Depreciation of tangible fixed assets

General minor office equipment is charged to resources expended in the year that the expenditure is incurred. Fixed assets are depreciated when brought into use at the following

rates: major office and computer equipment 20 per cent on costs.

(f) Pensions

The Society operates and contributes to two defined benefit schemes and one workplace pension scheme. The amounts included within the Statement of Financial activities and Balance Sheet is in accordance with the requirements of Financial Reporting Standard 17: Retirement Benefits ('FRS17').

(g) Fund accounting

Details of the nature and purpose of each fund are set out in notes 7 to 10.

(h) Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(i) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(j) Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2. Tangible Fixed Assets

	Computers £'000	Office Equipments £'000	Furniture & Fittings £'000	Total £'000
Cost:				
Balance at 1 January 2015	81	7	41	129
Additions	3	-	-	3
Disposals	-	-	-	-
Balance at 31 December 2015	84	7	41	132
Depreciation:				
Balance at 1 January 2015	45	3	10	58
Charge for the year	17	1	8	26
On Disposal	-	-	-	-
Balance at 31 December 2015	62	4	18	84
Net Book Value at 31 December 2015	22	3	23	48
Net Book Value at 31 December 2014	36	5	31	72

3. Investments

	Unrestricted Funds £'000	Restricted Funds £'000	Expendable £'000	Permanent £'000	Total Funds £'000
Market Value at 1 January 2015	12,015	505	6,136	26,485	45,142
Acquisitions	852	-	-	-	852
Disposals	(1,444)	-	(395)	-	(1,839)
Net gains(loss) on revaluations	8	22	455	180	665
Transfers	-	-	10,902	(10,902)	-
Market Value at 31 December 2015	11,431	527	17,098	15,764	44,820
Investment properties	-	-	-	-	-
Listed investments	11,431	527	17,098	15,764	44,820
Total Investments at 31 December 2015	11,431	527	17,098	15,764	44,820

The cost of investments at 31 December 2015 was £20,849,380 (2014: £23,520,325).

4. Financial Instruments

	2015 £'000	2014 £'000
Financial Assets		
Financial assets measured at fair value through profit or loss	44,820	45,142
Financial assets that are debt instruments measured at amortised cost	2,182	1,647
	47,002	46,789
Financial Liabilities	691	881

Financial assets measured at fair value comprise listed investments.

Financial assets measured at amortised cost comprise loans, trade and other debtors.

Financial liabilities measured at amortised cost comprise loans, Diocesan Accounts, trade and other creditors.

5. Loans and Debtors

	2015 £'000	2014 £'000
Loans and debtors due after 1 year		
Balance of the scale proceeds of UCA payable at £120k per annum until 2021	720	840
Festina loan balances	363	329
	1,083	1,169

The Society's lease hold interest in United College of the Ascension in Birmingham was sold to Al Mahdi Institute in 2011.

Loans and debtors due less than 1 year

Festina loan balances	147	153
Other debtors	698	166
Prepayments and accrued income	347	159
	1,192	478

At the year end the Society was due a number of legacies. The amount of these legacies could not be accurately quantified.

A reasonable estimate of the amount due would be £250,000.

6. Creditors: falling due within one year

	2015 £'000	2014 £'000
Loans received from Festina Scheme holders	162	163
Pension Schemes	4	4
Taxation and Social Security	23	25
Other creditors and accruals	112	169
Diocesan Accounts	484	520
	785	881

7. Unrestricted Funds

General funds are funds where both the capital and income can be spent at the discretion of the Trustees in furtherance of the objects of the Society.

8. Designated Funds

Designated funds are unrestricted funds which have been designated by the Trustees for particular purposes. The trustees this year have designated £57k to mitigate against the possible effects of a sudden closure of Us Ireland, our sister organisation and its associated repercussion.

The designated funds include the following:

	2015 £'000	2014 £'000
To finance any large increase in pensions payable and future liabilities	647	647
Commitments to guarantee loans from Festina Loan holders	197	197
To finance the Society's loan from general funds to the Festina Loan Scheme	523	523
To mitigate against possible effects of a sudden closure of Us Ireland	57	57
Amount reflecting the finance tied up in tangible fixed assets	48	72
	1,472	1,496

9. Restricted Income Funds

	Balance at 1 Jan 2015 £'000	Income £'000	Gains/(losses) on investment assets £'000	Expenditure £'000	Transfers £'000	Balance at 31 Dec 2015 £'000
General restricted funds	1,425	147		(525)		1,047
Medical funds	108			(68)		40
Educational funds	189			(37)		152
Legacies and donations received	1,425	33		(19)		1,439
Festina loans	397	3				400
Trust funds:						
Africa Fund	662	516		(360)		818
Central Africa Fund	152	118				270
East Asia Fund	117	91				28
Educational Fund	123	169				293
General Fund	217	22	19			258
Health Fund	72	94	3			169
Latin America and Caribbean Fund	38	30				68
South Asia Fund	32	25				57
Other Funds	158	124				282
Other Appeals	57	94		(83)		68
Other Funds	213	36		(68)	(9)	172
European Refugee Appeal (To be spent over 3 years)		559		(49)		510
	5,385	2,061	22	(1,209)	(9)	6,250

Trust funds

These funds are analysed in accordance with the purpose specified by the donor, the terms of the particular trust or the geographical areas of the world where the income should be spent.

Legacies and donations

This fund represents legacies and donations received which have to be spent in geographical areas as per the wishes of the donor.

Due to leadership challenges in some of those areas, funds have been held until those challenges are resolved.

Festina Loans

This fund provides unsecured loans at low interest rates to overseas dioceses for capital projects. The loans are repaid in sterling over an agreed period not exceeding 10 years. This scheme is also supported by loans totalling £171,926 made by external loan holders on an interest free basis. The Society has guaranteed repayment of these loans and provide further support to the scheme through a loan from the Society's unrestricted fund of £523,000 (See note 7).

10. Endowment Funds

	Balance at 1 Jan 2015 £'000	Transfers £'000	Investment Gains/losses £'000	Balance at 31 Dec 2015 £'000
Permanent Endowment Funds				
Africa Fund	13,265	(10,902)	13	2,376
Central Africa Fund	2,573		15	2,588
East Asia Fund	698		2	700
Educational Fund	740		9	749
General Fund	4,325		49	4,374
Health Fund	1,394		14	1,407
Latin America and Caribbean Fund	599		2	601
South Asia Fund	294		4	297
Other Funds	2,650		22	2,672
	26,536	(10,902)	129	15,764
Expendable Endowment Funds				
Africa Fund	170	10,902	399	11,471
Central Africa Fund	583		6	589
East Asia Fund	1,715		31	1,747
Educational Fund	1,792		33	1,824
General Fund	153		2	154
Health Fund	92		5	96
Latin America and Caribbean Fund	193		2	195
South Asia Fund	375		6	381
Other Funds	1,014	(395)	22	641
	6,086	10,507	505	17,098
Total Endowment Funds	32,622	(395)	634	32,862

Permanent Endowment funds are funds where the capital must be retained and only the income used in accordance with the terms of a trust or the wishes of the donor. These have been analysed above in accordance with how the income generated from the funds is to be spent. Following a legal opinion obtained by Trustees, the UM Property reserve with a balance of £10.9m has been transferred from permanent endowments to expendable endowments.

Expendable Endowment funds are funds where the capital must be retained and only the income used in accordance with the terms of a trust, until such times as the Trustees elect in accordance with the terms of the trust to apply the capital as income. This is shown by way of a transfer from the endowment funds to the restricted or unrestricted funds.

The transfer of £395k represents the proceeds from the sale of 3 Tynedale View now transferred to unrestricted funds.

11. Analysis of Net Assets by Funds

	Tangible Fixed Assets £'000	Investments £'000	Net Current Assets £'000	Pension Scheme Assets £'000	Total £'000
Unrestricted Funds:					
General Funds		11,431	(4,841)	(1,588)	5,002
Designated Funds	48		1,424		1,472
Restricted Funds		527	5,723		6,250
Expendable Endowment		17,098			17,098
Permanent Endowment		15,764			15,764
	48	44,820	2,305	(1,588)	45,586

12. Donations and Legacies

Donations are received from churches within Britain and Ireland, mainly from Parochial Church Councils and from other charitable trusts and individuals. This year, an anonymous donor donated a master painting in response to our appeal for the work with the Syrian refugee crisis in Europe.

The painting fetched £535k at the auctions and this amount is included in donations.

Legacies are received from departed supporters within Britain and Ireland. As at 28th April 2016, pecuniary legacies of £93k notified before the year end were accrued.

Residuary legacies notified before the year end but for which the value was uncertain have not been accrued.

	2015 £'000	2014 £'000
Donations	1,614	1,083
Legacies	549	454
	2,163	1,537

13. Investment Income and Other Income

	2015	2014
Investment Income	£'000	£'000
Investments quoted on a recognised UK Stock Exchange	420	431
Common Investment Funds	1,356	1,355
Interest receivable	2	2
	1,778	1,788

	2015 £'000	2014 £'000
Other Income		
Sundry income	35	39
	35	39

14. Us Ireland

Us Ireland was set up and incorporated in the Republic of Ireland to raise funds for the Society in Ireland. The Society provides support to Us Ireland and has representation on the Board with minority voting rights. The accounts of Us Ireland have not been consolidated as it is not controlled by the Society. The Society has set aside £57,000 within designated funds as referred to in Note 8.

15. Analysis of expenditure on charitable activities

	Programme Expenditure £'000	Other Direct Expenditure £'000	Staff Cost £'000	Support Cost £'000	2015 £'000	2014 £'000
Cost of Generating Funds						
Fundraising	-	290	200	72	562	646
Investment Management		47			47	46
Charitable Activities						
International Programmes	2,026	-	917	330	3,274	2,959
Governance Costs	-	24	59	79	162	173
Total Resources expended	2,026	361	1,175	482	4,045	3,824

15. Analysis of expenditure on charitable activities (continued)

	2015 £'000	2014 £'000
Analysis of Support Costs - other costs:		
Accommodation and Facilities	150	152
Pension - Home Staff Scheme	56	66
Archives	48	36
Telephones	22	25
Depreciation	26	26
IT Support	38	35
Pension Administration Costs	58	162
Office Costs	98	102
Pension Scheme adjustments	(14)	(185)
	482	419
Allocated as follows:		
Cost of Generating Funds		
Fundraising	72	88
Charitable Activities		
International Programmes	331	310
Governance Costs	21	21
Total Support Costs	424	419
Council meetings and Trustees' expenses	37	44
Auditors remuneration: Audit	25	23
Governance - Direct Expenditure	62	67

No Trustee received remuneration or other benefits during the year.

Trustees' expenses include overseas travel costs and reimbursed travel expenses of £10,309 (2014: £13,671) and paid to 6 (2014: 6) Trustees.

16. Analysis of staff costs, trustees remuneration and expenses, and the cost of key management personnel

	2015 £'000	2014 £'000
Salaries	983	953
Social security costs	103	98
Pension costs	89	87
Governance - Direct Expenditure	1,175	1,138

One employee earned between £60,000 to £70,000 during the year (2014: one).

The key management personnel of the charity comprise the trustees, Chief Executive Officer and the Directors for Finance, International Programmes, Fundraising, Mission Engagement and Global Relations.

	2015 £'000	2014 £'000
Total employee benefits of the key management personnel of the charity were :	340	328
No charity trustee received payment for professional or other services supplied to the charity.		
The average full time equivalent employees during the year were:	25	23
The average head count of employees during the year were:	27	25

17. Programmes Funding

	International Programmes £'000	Emergency Response £'000	Global Relations	2015 £'000	2014 £'000
West Africa & Indian Ocean	124	5		129	185
Central & Southern Africa	935	18		953	811
Asia	465	14		478	418
Latin America and Caribbean	96	8		104	71
Europe Refugee Crisis	-	49		49	-
Others	73	7	232	313	322
Total funding	1,693	100	232	2,026	1,807

Our Programmes assist partners in the world church to respond to their strategic needs and help enhance knowledge, skills and leadership capacity. These includes programmes in Community Engagement & Health programmes identified through the Church and Community Mobilisation Programmes (CCMP). Emergency response grants are one off payments made in solidarity with partners who have had a natural or man-made emergency situation. These costs are a combination of unrestricted and restricted funds.

18. Pension Scheme Arrangements

Financial Reporting Standard 102 (FRS 102) requires disclosure of the charity's assets and liabilities of the USPG Overseas and Home Pension Scheme, both of which are defined benefits schemes.

A qualified independent actuary has made the valuations based on the following assumptions:

	2015	2014
	%	%
Discount Rate	4.00	3.60
Inflation assumption (RPI)	3.40	3.30
Increases to pensions in payment:		
RPI to a max of 5% (Home Scheme)	3.25	3.20
RPI to a max of 2.5% (Home Scheme)	2.30	2.30
CPI to a max of 5% (Overseas Scheme)	2.35	2.25
Revaluation in deferment (CPI)	3.40	3.30
Salary Increases	3.90	3.80

Post retirement mortality assumption :

100% of the SINXA series tables with the CMI-2012 core projections with a long term rate of improvement of 1.25% pa

Tax free cash: No allowance has been made for members to take tax free cash.

Explanation of amounts in the financial statements

	Value at 31 Dec 2015 £'000	FRS17 Value at 31 Dec 2014 £'000	Restated Value as at 31 Dec 2014 £'000
Amounts recognised in the Balance Sheet at 31 December 2015			
Fair value of assets	8,627	8,583	8,583
Present value of funded obligations	(10,215)	(11,044)	(11,044)
(Deficit)	(1,215)	(2,461)	(2,461)
Impact of asset ceiling	-	-	-
Net defined benefit liability at 31 December 2015	(1,588)	(2,461)	(2,461)

In 2014, Trustees put in place a 20 year deficit recovery plan paying £9.3k monthly in respect of the short fall in funding of the Home staff pension scheme. This arrangement will be reviewed at the next triennial valuation in 2016.

18. Pension Scheme Arrangements (continued)

Amount recognised in the Profit & Loss account over the year	31 Dec 2015	FRS17 Value at 31 Dec 2014	Restated Value as at 31 Dec 2014
	£'000	£'000	£'000
Current service cost	55	50	50
Interest on liabilities	396	421	421
Interest on assets	(310)	(474)	(364)
Net defined benefit liability at 31 December 2015	141	(3)	107

	31 Dec 2015	FRS17 Value at 31 Dec 2014	Restated Value as at 31 Dec 2014
	£'000	£'000	£'000
Remeasurements over the year			
Loss (gain) on scheme assets in excess of interest	312	(149)	(259)
Experience loss (gain) on liabilities	(419)	(173)	(173)
Losses (gains) from changes to financial assumptions	(752)	1,647	1,647
Total remeasurements	(859)	1,325	1,215

Reconciliation of assets and Defined Benefit Obligation	31 Dec 2015	FRS17 Value at 31 Dec 2014	Restated Value as at 31 Dec 2014
	£'000	£'000	£'000
The change in the assets over the period was:			
Fair value of assets at the beginning of the period	8,583	7,880	7,880
Interest on assets	310	474	364
Employer contributions	156	182	182
Contribution by Scheme participants	8	9	9
Benefits paid	(118)	(111)	(111)
Actuarial (gain)/loss	(312)	149	259
Fair value of assets at the end of the period	(8,627)	8,583	8,583

18. Pension Scheme Arrangements (continued)

		FRS17 Value at	Restated Value as
The change in the Defined Benefit Obligation over the period was:	31 Dec 2015	31 Dec 2014	at 31 Dec 2014
	£'000	£'000	£'000
Defined Benefit Obligation at the beginning of the period	11,044	9,201	9,201
Current service cost	55	50	50
Contribution by Scheme participants	8	9	9
Interest cost	396	421	421
Benefits paid	(118)	(111)	(111)
Experience (gain)/loss on defined benefit obligation	(419)	(173)	(173)
Changes to financial assumptions	(752)	1,647	1,647
Defined Benefit Obligation at the end of the period	10,214	11,044	11,044

The assets are wholly invested in funds with Rathbones Investment management.

The actual return on the Schemes assets(net of expenses) over the period to the review Date was (£2,000)

The assets do not include any investment in shares or property of the Employer.

The date for the most recent actuarial valuation is 31 December 2015.

Anju learned sewing on a women's programme →
run by the Delhi Brotherhood Society, in
Krawalnagar, India.



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