

The Ugly Duckling Charity

England & Wales · Charity number 1173156

Details

Other names	THE UGLY DUCKLING COMPANY
Status	Registered
Legal form	CIO
Registered	2017-05-24
Register	View on the Charity Commission register

Contact

Address	The Ugly Duckling Charity 124 City Road London EC1V 2NX
Phone	07799831525
Email	office@uglyduckling.org.uk
Website	http://www.uglyduckling.org.uk

Activities

Objects: To advance the Christian religion by practically demonstrating the Christian faith, in particular, but not exclusively, through the development of resources that equip people to explore faith, spirituality and wellbeing.

Activities: UDC is a Christian organisation that creates resources that can be used by people of all ages to explore life in all its fullness. We equip people in numerous contexts to have life changing conversations and explore the foundations of living life well; supporting them to look after their well-being (body, mind and soul) and to find purpose and meaning in life.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Religious Activities
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£65,605	£55,757	-	-
2024-03-31	£39,788	£77,470	-	-
2023-03-31	£130,111	£95,905	-	-
2022-03-31	£85,468	£108,435	-	-
2021-03-31	£74,373	£101,215	-	-

Trustees

Name	Role	Appointed
Rev DAVID MARC OWEN	Chair	2017-05-24
GRAHAM ALEXANDER MCGILL		2017-05-24
Keith Howick		2018-07-11
Matthew Way		2026-06-04
Rev Timothy Bernard Welch		2026-02-02

The Ugly Duckling Charity

England & Wales - Charity number 1173156

Accounts



Report and Accounts for the year to 31 March 2025

Trustees' Report

The trustees are pleased to present their report for The Ugly Duckling Charity CIO for the year to 31st March 2025.

Constitution and Charitable Objects

The Ugly Duckling Charity (UDC) is a Charitable Incorporated Organisation, registered with the Charity Commission on 24th May 2017. We changed our name from The Ugly Duckling Company to the Ugly Duckling Charity in July 2024. UDC's objects are to advance the Christian religion by practically demonstrating the Christian faith, in particular, but not exclusively, through the development of resources that equip people to explore faith, spirituality and wellbeing.

Organisational Structure, Governance and Management.

UDC is governed by a Board of Trustees who normally meet 4-6 times per year but more if required. Meetings consider strategic planning issues as well as financial reports and other legal requirements. Trustees receive regular updates on the activity of the charity, financial reports every month as well as trustee information circulated by the Charity Commission. UDC appoints trustees who have the appropriate skills to focus on our existing work and the development of the charity's key priorities for the future. The composition of the board is held under regular review and in this year we started a trustee recruitment programme to increase the size of the board to meet the results of an internal skills audit and improve board diversity. The first phase of this recruitment will be completed in the next financial year. There must be a minimum of 3 Trustees up to a maximum of 12. Trustees are appointed by the trustee board and serve for a minimum three-year term. Day to day running of the charity is delegated to the CEO.

Charity Details

Address

The Ugly Duckling Charity
124 City Road, London, EC1V 2NX

CEO

Mr Nathan Jones

Website

www.uglyduckling.org.uk

Bankers

Lloyds Bank plc
PO Box 1000
Andover BX1 1LT

Trustees

Rev Marc Owen – Chairman
Mr Keith Howick
Mr Graham McGil

Independent Examiner

Shirley Robinson
18 Ridler Road
Lydney GL15 5BL

Statement on Public Benefit

The Trustees confirm that they have referred to the Charity Commissions guidance on public benefit when reviewing the charity's aims and objectives and the planning of future activities.

Summary of our impact and achievements.

This year our work has continued to help churches and individuals across the UK engage in meaningful conversations about life, hope, and faith — reaching both those within the church and those who might never normally step inside one.

Through our **Table Talk** resources, **courses**, and **digital content**, we have created safe, accessible spaces where people of all ages can explore life's big questions, reflect on spiritual well-being, and discover values such as thankfulness, kindness, and forgiveness.

Our approach is deliberately welcoming to those of any or no faith, enabling churches to connect authentically with their communities and offering resources that are equally valuable in schools, workplaces, cafés, and care homes.

Over the year:

- **959 physical resources** were sold and potentially reached over **7,600 people**, with further use over time extending this impact.
- **1,146 free Table Talk app downloads** and **1,773 app sessions** helped spark thousands of additional conversations.
- Our resources supported **churches in early mission**, giving them tools to build relationships and begin faith conversations in culturally relevant ways.
- **10:10 for Youth and Children** was used by churches, schools, charities, and the NHS, equipping young people with practical tools for well-being and spiritual reflection.
- We trained and resourced church leaders at **4 conferences** and **25 training events**, building their confidence to engage meaningfully with those outside the church.

We also began development of new resources — including **Table Talk Coasters** and the **Happiness Lab Pop-Up Exhibition** — designed to reach those with no prior church contact, creating easy first steps into deeper conversations.

Our work this year has strengthened churches in their mission, opened up spiritual dialogue in everyday settings, and provided thousands of people — church and unchurched alike — with opportunities to reflect, connect, and explore what it means to live life well.

Objectives and Activities Full Report.

Sparkling conversations and exploring life-changing ideas around the big and not-so-big questions of life. We are a Christian charity that helps people of all ages discover how to live well and find meaning and purpose in life.

We believe that every person is made up of body, mind and soul – yet the spiritual aspect of who we are is often misunderstood or neglected in our conversations and decision making. In an increasingly secular and polarised world people are not always afforded the opportunity to reflect on the deeper aspects of life including faith and spirituality. We also know that the values and virtues found in the Christian faith - such as thankfulness, kindness and forgiveness — can have a profound and positive impact on people's lives and the society we all live in.

Through a range of inspiring resources, we equip people of all ages to have meaningful conversations about the big and not so big questions of life. Our resources help uncover transformative ideas that encourage people to live well and find meaning and purpose in life.

- Our Table Talk resources create safe spaces for open, respectful **Conversations** on a wide range of topics that matter to people's lives.
- Our courses, books, films and articles explore **Happiness** and well-being, drawing from **Positive Psychology** and **Christian Spirituality** — to offer an engaging and thoughtful approach to living life well.

A core focus of our work is around equipping churches for **Early Mission** — by this we mean that we help the church to reach out, build authentic relationships, and engage meaningfully with their communities. Our resources are designed to spark an interest, encourage exploration, and connect with those who might not typically engage with the church or the Christian faith, as well as deepen relationships with those who do.

Our work however extends beyond churches, and you don't have to hold a Christian belief to use, or benefit from our resources. They are not designed to promote a specific set of beliefs but instead offer a welcoming framework to start a conversation around living life differently. Thoughtfully designed to be versatile, relevant and easy to use, our resources are suitable for a wide variety of settings, including homes, schools, universities, work places, community groups, pubs, cafes, care homes and numerous church-based programmes and spaces.

Achievements and Performance

Resources Sold and People Impacted

In this year we sold a total of 959 of our resources. 449 of these sales were from our TableTalk conversational packs and 510 items were resources connected to our courses.

Whilst it is hard for us to know how many people benefitted from our resources this year, if just 8 people connected with each product that would be a total of 7,672 individuals. However, the actual total number of people engaged is likely to exceed this, as products are

repeatedly utilised with different groups and resources sold in previous years continue to be used.

Apps Downloaded & People Impacted

1,146 of our free Table Talk apps were downloaded over the year and the apps were accessed 1,773 times. If each time the app was accessed, it was used to have a conversation with one person that would equate to 3,546 people engaging – however it is likely to be more. As more of our apps become out of date we are now exploring plans to launch a brand-new app hosting all our Table Talk Packs.

Digital Developments

Websites: In addition to our main charity website, we also have a range of product websites related to some of our resources. These offer a range of different materials for people to engage with and provide resources to help people discover ways they can look after the mind, body and soul. This year we continued with our plans to expand the content on the sites we currently have and launch sites for all resources by the end of 2025. Our product sites will have the potential to reach and support even more people.

Digital Courses: This year we successfully started to add digital memory stick and download versions to our courses with four out of five courses now available in digital formats as well as print. We hope this will increase our sales and reach more people.

10:10 For Youth and Children

10:10 is a well-being resource project for children and young people that combines the need for effective well-being education with the benefits of spirituality, creating content built on positive psychology and Christian spiritual principles. The resource is evidence-based and builds on what is known to improve well-being. The 10 themes host a range of activities and films that cover topics like: Finding Happiness; Savouring; Thankfulness; Kindness; Forgiveness; Friendships; How to look after the Mind, Body and Soul; Finding help when life goes wrong. The resource this year has been used by the NHS, in schools, churches and by charities.

This year we continued our agreement with the charity Urban Saints to host 10:10 Youth on their Energize Platform (a youth resource platform for churches) increasing the numbers of young people benefiting from this programme.

Following on from the launch of a youth version of 10:10 in 2021 we completed and launched a children's version of 10:10 for those aged 4-11 years in October 2024. Following the same themes as our youth version, there are three levels to the resource with age-appropriate content for children across primary school age.

10:10 has its own website www.1010.org.uk packed with additional content for leaders, parents and young people.

TableTalk

Table Talk packs. We have two types of Table Talk Packs, TableTalk (set of 6 mini packs) and Table Talk Mini (one mini pack). Table Talk is now 16 years old and remains our most popular resource. New versions have been added to the range and existing packs have been updated over the years. We now have a total of 18 versions of the Table Talk packs and 3 versions of the mini packs, covering all ages.

Table Talk Coasters. This year we started work on a new addition to the Table Talk family with our new Table Talk Coasters. Due to launch later in 2025, this year we have worked to develop the concept, designs and supporting website materials. TableTalk Coasters, will act as simple conversation starter featuring carefully crafted questions that encourage hopeful, authentic conversations for use in any setting. These coasters will be more than just a place to put a drink, but a tool designed to kick-start a potentially life-changing moment. As a low-barrier resource, the coasters will provide a gentle, inviting entry point for strangers, friends, and families to discuss life, hope, and faith. A web link on every coaster will lead to a platform of additional daily updated questions, deeper conversation prompts, social media sharing tools and additional helpful content for people to explore life in all its fullness.

We're aiming to print and distribute at least 300,000 coasters into the hands of people across the country, towards our goal of kick-starting 1 million Conversations by the end of 2027.

- We aim to sell 100,000 coasters to churches and faith-based charities. This will enable us to cover the cost of ongoing print runs of more coasters in 2027 and beyond for future distribution.
- Giveaway 100,000 free coasters to schools, universities, chaplaincies, and to churches in areas of social deprivation.
- Provide partnership-branded coasters for organisations to bulk buy.
- In addition, we will provide supporting materials for people to explore faith further.

Table Talk has its own website: www.table-talk.org

Courses

We currently provide three courses for adults:

Resolve: a four-week course exploring what it means to enact positive change in your life. Designed to follow on from Christmas services, to be run in the New Year around the concept of New Year's Resolutions.

The Happiness Lab: a six-week course that enables delegates to explore what psychologists, doctors and faith leaders say will make people happier and help people to see that there is more to life than just the physical.

Puzzling Questions: a six-week course exploring some of life's deeper questions. Based on research conducted by Coventry Cathedral it explores six of the most popular questions asked by those interested in spirituality but outside of the local church.

Training, Exhibitions and Conferences

We exhibited at 4 conferences and delivered 25 seminars / church training events. These events are important as they provide an opportunity for us to promote and deliver our charitable aims to a wider audience.

Koble

We are continuing to develop our new Koble resource following trials in the previous few years. The aim of this resource is to help individuals and churches explore the art of connecting with people and help them engage with people's spiritual journeys. The impact of the trials has been really encouraging with churches showing an increased connectivity with people in their communities. We plan to publish Koble in 2025.

The Happiness Lab Pop-Up Exhibition

Built on the foundations of our Happiness Lab Course we started trials of the Happiness Lab pop-up exhibition. Ideal for use in churches, schools, workplaces and community groups it will help people explore how to live life well in an informal, easy to access format. It can be used as an open exhibition, a pop-up at a community event or as part of a training event / conference. Our hope is this attractive, easy to use resource can be utilised to connect with people as a first point of contact. It would act as a brilliant for-runner to the Happiness Lab Course. We held a trial in partnership with the Diocese of Hereford at the 3 Counties Show and now aim to trial this in a number of locations in other parts of the country next year.

Future plans

Over the next few years we want to continue our focus on 5 key priorities.

- ***Priority Area 1: Equipping the Church to connect with the communities they serve.***
 - Develop a new resource called KOBLE (Norwegian word for connect). A course that will help individuals and churches explore the art of connecting with others; helping them engage with other people's spiritual journeys.
- ***Priority Area 2. Reaching People Digitally.***
 - Improve existing product websites and launch new sites for other products expanding the volume of free content to help people explore life in all it's fullness
 - Create a new Table Talk App to match all print packs.
- ***Priority Area 3. New Resources.***

Through the creation of new resources, we want to offer relevant content for all ages and ensure our resources meet current needs. Resource development includes:

- New Table Talk Packs:
 - The Happiness Lab pop up exhibition for churches to use in their communities as a first step for building connections.
 - Table Talk Crackers for use at Christmas meals, foodbanks etc.
- **Priority Area 4: Developing partnerships projects.**
Through the development of new strategic partnerships we want to:
 - Resource and deliver unique projects with other like-minded organisations to support the delivery of transforming conversations.
 - Support the development and delivery of unique projects for other organisations that are wanting to use the power of spiritual conversation with people through their work.
 - **Priority Area 5. Re-Invigorating Existing Resources.**
Through a programme to enhance and update existing resources we want to:
 - Add new content to our existing resources enabling them to be applied in a variety of different ways. For example, the addition of lesson plans to our Table Talk youth packs would add some depth to the resource and provide opportunities for youth workers and teachers to broaden the conversation and application with young people.
 - Update current courses to ensure they remain culturally relevant, expanding the content of Puzzling Questions, Resolve and The Happiness Lab.

Financial review

Income

During the year we saw an improvement in our income compared to the previous year.

Total income grew by 64.5% and stood at £65,605 compared to £39,788 in 23/24.

- Grant income remained very low with only a £940 increase on the previous year.
- Donations and Gifts from Individuals and Fundraising however rose by £17,549 and this in turn saw Gift Aid Recovery increase by £5,829.
- Product sales only fell slightly by £584 and training fees rose by £2,060.

Expenditure

During the year we saw a reduction in our expenditure to £55,757, compared to £77,470 in the previous year. This reduction was mainly due to the completion of our 10:10 resource for Children, lower salary costs and the ongoing impact of reduced office rental due to downsizing in the previous year. Expenditure commitments are expected to remain similar for the foreseeable future as we have structured the charities activities and costs to reflect the changing funding landscape.

Balance & Reserves

Total funds of the charity increased from £15,056 at the end of the previous year to £24,904 at the end of the year. Of this only £1,000 was restricted. Our reserves policy requires us to hold at least three months operating reserves in the bank at all times (plus that of any

restricted funds and other funds set aside for any liabilities like redundancy). We have maintained this throughout the year.

Major risks identified

Financial Pressures.

This year we have seen no significant improvement to the reduction in grants from charitable trusts that we began to experience in the last financial year. The reduction has impacted the speed at which we can continue to work on our priorities but we have continued to deliver all our core services. Ongoing increased demand on charitable trusts nationally is putting a lot of pressure on available funds being distributed to charities. As a faith-based charity some grants are not available to UDC and we have seen an overall decrease in successful grant applications.

We are committed to increasing sales of the resources, exploring new ways of securing funds as well as continuing to make regular grant applications.

Summary and comment on ongoing viability

The charity is starting the next financial year with improved reserves and a much-reduced budget compared to previous years. Whilst a reduction in income has impacted the speed at which we work on our planned priorities, we are continuing to deliver all our core services and impact the lives of thousands of people a year. We have systems in place to manage the charities expenditure carefully in line with our income. Because we have been able to match costs against income and with the launch of three major new resources reaching completion in the next year, trustees are confident that UDC remains a viable operation. Rebuilding income however remains vital for the longer-term future.

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report and the financial statements in accordance with relevant legislation and regulations. The trustees are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees and signed on their behalf by:

Rev Marc Owen (Chair of trustees)

15th December 2025

Independent Examiner's Report

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act) and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
- have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed by: Shirley Robinson

Date: 15th December 2025

Statement of Financial Activities for the year to 31 March 2025

	Note	Un- restricted funds £	Restricted income funds £	Total funds £	Prior year funds £
Incoming resources					
Income and endowments from:					
Donations and legacies		46,692	6,000	52,692	28,374
Charitable activities		12,861	-	12,861	11,241
Investments		52	-	52	173
Total	3	59,605	6,000	65,605	39,788
Resources expended					
Expenditure on:					
Charitable activities	4	49,577	6,180	55,757	77,470
Net income/(expenditure)		10,028	(180)	9,848	(37,682)
Reconciliation of funds:					
Total funds brought forward		13,876	1,180	15,056	52,738
Total funds carried forward		23,904	1,000	24,904	15,056

Balance Sheet at 31 March 2025

	Note	Un- restricted funds £	Restricted income funds £	Total this year £	Total last year £
Fixed assets					
Tangible assets	5	155	-	155	458
Total fixed assets		155	-	155	458
Current assets					
Stocks	6	2,636	-	2,636	3,811
Debtors	7	1,285	-	1,285	1,175
Cash at bank and in hand	8	21,244	1,000	22,244	16,599
Total current assets		25,165	1,000	26,165	21,585
Creditors: amounts falling due within one year	9	1,416	-	1,416	6,987
Net current assets/(liabilities)		23,749	1,000	24,749	14,598
Total assets less current liabilities		23,904	1,000	24,904	15,056
Creditors: amounts falling due after one year	9	-	-	-	-
Provisions for liabilities		-	-	-	-
Total net assets		23,904	1,000	24,904	15,056
Funds of the Charity					
Restricted funds		-	1,000	1,000	1,180
Unrestricted funds		23,904	-	23,904	13,876
Total funds		23,904	1,000	24,904	15,056

Signed on behalf of all the trustees by:

Rev Marc Owen, Chairman

Date:

15th December 2025

Notes to the accounts for the year to 31 March 2025

1 Basis of preparation

1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 in October 2019
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

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

1.2 Going concern

There were no material uncertainties that cast doubt on the charity's ability to continue as a going concern.

1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period (3.46 FRS 102 SORP).

1.5 Material prior year errors

No material prior year errors have been identified in the reporting period (3.47 FRS 102 SORP).

2 Accounting policies

The following accounting policies have been applied by the charity:

Income

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting	There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.
Grants & donations	Grants & donations are only included when the general income recognition criteria are met (5.10-12 FRS102 SORP).
Tax reclaims on donations and gifts	Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.
Support costs	The charity has incurred expenditure on support costs.
Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.
Expenditure and liabilities	
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent & other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts.
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.
Assets	
Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £200. They are valued at cost. The depreciation rates and methods used are disclosed in note 5.
Stocks and work in progress	Stocks held for sale as part of non-charitable trade are measured at the lower of cost or net realisable value. Goods or services provided as part of a charitable activity are measured at net realisable value based on the service potential provided by items of stock. Work in progress is valued at cost less any foreseeable loss that is likely to occur on the contract.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

There were no accounting policies adopted additional or different from those above.

3 Analysis of income

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Donations and legacies:	Donations and gifts	36,828	-	36,828	19,279
	Gift Aid	8,164	-	8,164	2,335
	General grants provided by government/other charities	1,700	6,000	7,700	6,760
	Total	46,692	6,000	52,692	28,374
Charitable activities:	Product Sales	9,372	-	9,372	9,956
	Consulting and Training Fees	2,460	-	2,460	400
	Expenses Recovered	1,029	-	1,029	885
	Total	12,861	-	12,861	11,241
Income from investments:	Interest income	52	-	52	173
	Total	52	-	52	173
TOTAL INCOME		59,605	6,000	65,605	39,788

Other information:

Within the income items above the following grants received are material:

	Current Yr £	Prior Yr £
General Funds		
Old Town Christian Trust	-	5,000
Restricted Funds		
Bishop Radford Trust	2,000	-
Goodnews Evangelical Mission	4,000	-

4 Analysis of expenditure

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Expenditure on charitable activities	Cost of Sales - Direct Charitable Trading	4,873	-	4,873	7,476
	Product/Programme Development	-	93	93	15,950
	Employment Costs	32,438	6,087	38,525	41,957
	Support Costs	12,266	-	12,266	12,087
	Total expenditure on charitable activities	49,577	6,180	55,757	77,470
TOTAL EXPENDITURE		49,577	6,180	55,757	77,470

Other information:**Analysis of expenditure on charitable activities**

Activity or programme	Activities undertaken directly	Support Costs	Total this year	Total prior year
	£	£	£	£
Resources for life-changing conversations	36,967	10,426	47,393	50,328
Wellbeing of young people	6,524	1,840	8,364	27,142
Total	43,491	12,266	55,757	77,470

Prior year expenditure on charitable activities can be analysed as follows:

Activities undertaken directly £39,559
Support Costs £37,911

Details of certain items of expenditure

There were no payments for any statutory external scrutiny of accounts or other services provided by our independent examiner in either the current or prior year.

5 Tangible Fixed Assets**Fixtures,
fittings
and
equipment****£*****Cost or valuation***

At the beginning of the year	9,907
Additions	-
Revaluations	-
Disposals	(239)
At end of the year	9,668

Depreciation and impairments

At the beginning of the year	9,449
Disposals	(239)
Depreciation	303
At end of the year	9,513

Net book value

Net book value at the beginning of the year	458
Net book value at the end of the year	155

Depreciation policy

Basis: straight line

Rates: Fixtures & fittings 10%

Computer equipment 20%

6 Stock**Charitable activities:**

Opening

Added in period

Expensed in period

Closing

Stock for resale £
3,811
2,077
(3,252)
2,636

7 Debtors and prepayments

Trade debtors

Other debtors

Total

This year £	Last year £
460	-
825	1,175
1,285	1,175

8 Cash at bank and in hand

Short term deposits

Cash at bank and on hand

Total

This year £	Last year £
21,514	10,592
730	6,007
22,244	16,599

9 Creditors and accruals

Trade creditors

Accruals and deferred income

Taxation and social security

Total

Amounts falling due within one year		Amounts falling due after more than one year	
This year £	Last year £	This year £	Last year £
592	6,785	-	-
403	163	-	-
421	39	-	-
1,416	6,987	-	-

The Ugly Duckling Charity

England & Wales - Charity number 1173156

Accounts



**The Ugly
Duckling Co.**

Report and Accounts for the year to 31 March 2024

Trustees' Report

The trustees are pleased to present their report for The Ugly Duckling Company CIO for the year to 31st March 2024.

Constitution and Charitable Objects

The Ugly Duckling Company (UDC) is a Charitable Incorporated Organisation, registered with the Charity Commission on 24th May 2017. UDC's objects are to advance the Christian religion by practically demonstrating the Christian faith, in particular, but not exclusively, through the development of resources that equip people to explore faith, spirituality and wellbeing.

Organisational Structure and Decision Making Processes

UDC is governed by a Board of Trustees who normally meet 4 times per year but more if required. Meetings consider strategic planning issues as well as financial reports and other legal requirements. Trustees receive regular updates on the activity of the charity, financial reports every month as well as trustee information circulated by the Charity Commission. UDC appoints trustees who have the appropriate skills to focus on our existing work and the development of the charities key priorities for the future. The composition of the board is held under regular review. There must be a minimum of 3 Trustees up to a maximum of 12. Trustees are appointed by the trustee board and serve for a minimum three-year term. Day to day running of the charity is delegated to the officers listed below.

Charity Details

Address

The Ugly Duckling Company
124 City Road, London, EC1V 2NX

Interim CEO

Mr Nathan Jones

Website

www.theuglyducklingcompany.com

Bankers

Lloyds Bank plc
PO Box 1000
Andover BX1 1LT

Trustees

Rev Marc Owen – Chairman
Mr Keith Howick
Mr Graham McGill
Mr Philip Poole
Rev Stephen Taylor

Independent Examiner

Shirley Robinson
18 Ridler Road
Lydney
GL15 5BL

Statement on Public Benefit

The Trustees confirm that they have referred to the Charity Commissions guidance on public benefit when reviewing the charities aims and objectives and the planning of future activities.

Objectives and activities

The Ugly Duckling Co. is a Christian Charity based in Ross on Wye, Herefordshire with a registered address in London. We are passionate about helping people find life in all its fullness through the power of conversation. We seek to highlight the importance of conversation and spirituality, as well as equip people to have more meaningful dialogue with one another.

Our resources and events encourage connections to be made, life changing conversations to flourish, relationships to be deepened, life skills to be developed and for people to care for their spirituality & well-being.

Whilst a majority of our work is focused on the United Kingdom people access and purchase our resources from countries all over the world. Our resources are used to connect with children, young people and adults to find meaning, purpose and hope in life.

A core focus of our work is around helping the church to build meaningful connections with their communities. However, our resources are also used by families, schools, universities, work places, community groups, pubs, cafes, care homes, prisons and hospitals by people of all faiths and none.

- ***Resources Sold and People Impacted***

In this year we sold a total of 952 of our resources. Over 60% of these sales, 596 items, were from our TableTalk conversational packs (always our most popular resource). A total of 356 items were resources connected to our courses.

Whilst it is hard for us to know how many people benefitted from our resources this year, if just 8 people connected with each product that would be a total of 7,616 individuals. However, the actual total number of people engaged is likely to exceed this, as products are repeatedly utilised with different groups and resources sold in previous years continue to be used.

- ***Apps Downloaded & People Impacted***

1,871 of our free Table Talk apps were downloaded over the year. This is lower than the previous year of 3,068 downloads. It is important to note that our newest Table Talk Packs are currently not available as apps and more of our previous apps are no longer live on Goggle Play or Apple Store. Apps require numerous updates each year to ensure they can meet all the requirements of the various app platforms. Due to the age of the apps they now need replacing rather than upgrading. We are planning to create a brand new app that will host all our Table Talk Resources once funding can be secured. Again it is hard to know how many people engage with the

apps, although we imagine this is possibly lower than with the physical boxes. If each download was used to connect with just 4 people then it would equate to 7,584 individuals engaging.

- **Digital Developments**

Websites: In addition to our main charity website we also have a range of product websites related to some of our resources. These offer a range of different materials for people to engage with and provide resources to help people discover ways they can look after the mind, body and soul. This year we outlined plans to expand the content on the sites we currently have and launch sites for all resources by the end of 2025. Our product sites will have the potential to reach and support even more people. Eleven Thousand people visited our TableTalk site in 2023 so there is plenty of opportunity for us to help more people online.

Digital Courses: Most of our resources are currently only available in print, so this year we commenced plans to offer all our courses with a digital download option. These will be ready by the end of 2024. We hope this will increase our sales and reach more people.

- **10:10 For Youth and Children**

10:10 is a well-being resource for young people that combines the need for effective well-being education with the benefits of spirituality, creating content built on positive psychology and Christian spiritual principles. The resource is evidence-based and builds on what is known to improve well-being. The 10 themes host a range of activities and films that cover topics like: Finding Happiness; Savouring; Thankfulness; Kindness; Forgiveness; Friendships; How to look after the Mind, Body and Soul; Finding help when life goes wrong. The resource this year has been used by the NHS, in schools, churches and by charities.

This year we entered into an agreement with the charity Urban Saints to host 10:10 on their Energize Platform (a youth resource platform for churches). It won't become live until the next financial year but we anticipate this will increase the numbers of young people benefitting from this programme.

Following on from the launch of a youth version of 10:10 in 2021 we are now writing a version for children aged 4-11 years. Following the same themes as our youth version, there will be three levels to the resource with age appropriate content for children across primary school age. This children's version is due for completion in the Autumn of 2024.

- **TableTalk**

We have two types of Table Talk Packs, TableTalk (set of 6 mini packs) and Table Talk Mini (one mini pack). Table Talk is now 15 years old and remains our most popular resource.

This year we launched TableTalk for Uni Students in print. We now have a total of 18 versions of the Table Talk packs and 3 versions of the mini packs, covering all ages.

- **Courses**

We currently provide three courses for adults:

Resolve: a four-week course exploring what it means to enact positive change in your life. Designed to follow on from Christmas services, to be run in the New Year around the concept of New Year's Resolutions.

The Happiness Lab: a six-week course that enables delegates to explore what psychologists, doctors and faith leaders say will make people happier and help people to see that there is more to life than just the physical.

Puzzling Questions: a six-week course exploring some of life's deeper questions. Based on research conducted by Coventry Cathedral it explores six of the most popular questions asked by those interested in spirituality but outside of the local church.

- **Training, Exhibitions and Conferences**

We attended 6 exhibitions/conferences, delivered 4 seminars, 2 church training events and recorded 1 podcast. These events are important as they provide an opportunity for us to promote and deliver our charitable aims to a wider audience.

- **Koble**

We are continuing to develop our new Koble resource following trails in the previous year. The aim of this resource is to help individuals and churches explore the art of connecting with people and help them engage with people's spiritual journeys. It explores 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship). The impact of the trials is really encouraging with churches showing an increased connectivity with people in their communities. We hope to complete the trials and publish Koble in 2025.

- **The Happiness Lab Pop Up Exhibition**

Built on the foundations of our Happiness Lab Course we completed work on a trial version of the Happiness Lab pop up exhibition. Ideal for use in churches, schools, workplaces and community groups it will help people explore how to live life well in an informal, easy to access format. It can be used as an open exhibition, a pop up at a community event or as part of a training event / conference. Our hope is this attractive, easy to use resource can be utilised to connect with people as a first point of contact. It would act as a brilliant for-runner to the Happiness Lab Course. The aim is to now trial this in a number of locations next year.

Future plans

Over the next few years we want to continue our focus on 5 key priorities.

- ***Priority Area 1: Equipping the Church to connect with the communities they serve.***

- Develop a new resource called KOBLE (Norwegian word for connect). A course that will help individuals and churches explore the art of connecting with others; helping them engage with other people's spiritual journeys. This will explore the 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship).

- ***Priority Area 2. Reaching People Digitally.***

- Offer all our courses as a digital download option.
- Improve existing product websites and launch new sites for other products expanding the volume of free content to help people explore life in all it's fullness
- Create a new Table Talk App to match all print packs.

- ***Priority Area 3. New Resources.***

Through the creation of new resources, we want to offer relevant content for all ages and ensure our resources meet current needs. Resource development includes:

- 10:10 for primary age children (4-11s) built on the foundations of our existing 10:10 youth (11-17s) version.
- New Table Talk Packs:
- The Happiness Lab pop up exhibition for churches to use in their communities as a first step for building connections.
- Table Talk Crackers for use at Christmas meals, foodbanks etc.
- Table Talk Coffee Mats (Resources for Cafes, Pubs and informal settings).

- ***Priority Area 4: Developing partnerships projects.***

Through the development of new strategic partnerships we want to:

- Resource and deliver unique projects with other like-minded organisations to support the delivery of transforming conversations.
- Support the development and delivery of unique projects for other organisations that are wanting to use the power of spiritual conversation with people through their work.

- ***Priority Area 5. Re-Invigorating Existing Resources.***

Through a programme to enhance and update existing resources we want to:

- Add new content to our existing resources enabling them to be applied in a variety of different ways. For example, the addition of lesson plans to our Table Talk youth packs would add some depth to the resource and provide opportunities for youth workers and teachers to broaden the conversation and application with young people.
- Update current courses to ensure they remain culturally relevant, expanding the content of Puzzling Questions, Resolve and The Happiness Lab.

Major risks identified

- Financial Pressures. This year we have seen a significant reduction in grants from charitable trusts. The reduction has impacted the speed at which we can continue to work on our priorities but we have continued to deliver all our core services. Ongoing increased demand on charitable trusts nationally is putting a lot of pressure on available funds being distributed to charities. As a faith-based charity some grants are not available to us and we have seen an overall decrease in successful grant applications. We are committed to increasing sales of the resources, exploring new ways of securing funds as well as continuing to make regular grant applications.
- The Ongoing Cost of Living Crisis is impacting spending by churches and individuals (the main purchasers of our resources). To help combat this we are continuing to promote our resources into new markets. We are also finding ways to keep our costs down. We have re-located to much smaller offices and are working towards the development of digital versions of our resources which will open up our resources to more people in the UK, as well as internationally, at a cheaper price than print.

Financial review***Income***

During the year we saw a significant reduction in our income compared to the previous year, total income fell by 69% and stood at £39,788 compared to £130,111 in 22/23. In particular grants fell back to only £6,760 (22/23 £87,720), however, because of the generous prior year grants, we started the financial year with £52,738 of restricted funds. These funds were all granted to enable new programme development and we have concentrated our efforts in the current financial year developing 10:10 For Youth and Children, Koble and new Table Talk resources. Despite the fall in current income, we were therefore able to maintain a viable general fund balance.

Expenditure

During the year we saw a reduction in our expenditure to £77,470, compared to £95,905 in the previous year. This reduction was mainly due to decreases in salary costs and office rental due to downsizing.

Expenditure commitments were expected to decrease in 23/24 as short-term projects came to an end. However, such a drastic drop in our income would have required further action. Fortunately, natural staff turnover during the summer of 2023 negated our need to consider any further actions had income not improved. The charity continued to operate albeit with a much smaller budget and staff team. We were able to hold at least three months reserves at all times (plus keeping restricted funds and other funds set aside for any liabilities like redundancy).

Balance

Our closing balance fell from £52,738 at the end of the previous year (of which £30,480 was made up of restricted funds for use in 23/24) to £15,056 at the end of the current year. However, this position is only slightly lower than the last couple years when stripping out restricted funds.

Summary and comment on ongoing viability

The charity is starting the next financial year with a much-reduced budget compared to previous years but it is matched to our predicted income and protects a minimum three-month operating reserve plus a fund to cover any liabilities like redundancy. Whilst this reduction has impacted on the speed at which we work on our planned priorities, we are continuing to deliver all our core services and manage the charities expenditure carefully in line with our income. Because we have been able to match costs against income and 24/25 will see the launch of a major new 10:10 for Children resource, trustees are confident that UDC remains a viable operation at least through to the end of the 24/25 financial year. Rebuilding income remains vital for the longer-term future.

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report and the financial statements in accordance with relevant legislation and regulations. The trustees are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees and signed on their behalf by:

Rev Marc Owen, Chairman

Date: 9th December 2024

Independent Examiner's Report

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act) and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Acthave not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed by: Shirley Robinson, Independent Examiner

Date: 9th December 2024

Statement of Financial Activities for the year to 31 March 2024

	Note	Un- restricted funds £	Restricted income funds £	Total funds £	Prior year funds £
Incoming resources					
Income and endowments from:					
Donations and legacies		28,374	-	28,374	112,444
Charitable activities		11,241	-	11,241	17,667
Investments		173	-	173	-
Total	3	39,788	-	39,788	130,111
Resources expended					
Expenditure on:					
Charitable activities	4	48,170	29,300	77,470	95,905
Net income/(expenditure)		(8,382)	(29,300)	(37,682)	34,206
Reconciliation of funds:					
Total funds brought forward		22,258	30,480	52,738	18,532
Total funds carried forward		13,876	1,180	15,056	52,738

Balance Sheet at 31 March 2024

	Note	Un- restricted funds £	Restricted income funds £	Total this year £	Total last year £
Fixed assets					
Tangible assets	5	458	-	458	848
Total fixed assets		458	-	458	848
Current assets					
Stocks	6	3,811	-	3,811	3,985
Debtors	7	1,175	-	1,175	3215
Cash at bank and in hand	8	15,419	1,180	16,599	47,304
Total current assets		20,405	1,180	21,585	54,504
Creditors: amounts falling due within one year	9	6,987	-	6,987	2,614
Net current assets/(liabilities)		13,418	1,180	14,598	51,890
Total assets less current liabilities		13,876	1,180	15,056	52,738
Creditors: amounts falling due after one year	9	-	-	-	-
Provisions for liabilities		-	-	-	-
Total net assets		13,876	1,180	15,056	52,738
Funds of the Charity					
Restricted funds		-	1,180	1,180	30,480
Unrestricted funds		13,876	-	13,876	22,258
Total funds		13,876	1,180	15,056	52,738

Signed on behalf of all the trustees by:

Rev Marc Owen, Chairman

Date:

9th December 2024

Notes to the accounts for the year to 31 March 2024

1 Basis of preparation

1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 in October 2019
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

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

1.2 Going concern

There were no material uncertainties that cast doubt on the charity's ability to continue as a going concern.

1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period (3.46 FRS 102 SORP).

1.5 Material prior year errors

No material prior year errors have been identified in the reporting period (3.47 FRS 102 SORP).

2 Accounting policies

The following accounting policies have been applied by the charity:

Income

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting	There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.
Grants & donations	Grants & donations are only included when the general income recognition criteria are met (5.10-12 FRS102 SORP).
Tax reclaims on donations and gifts	Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.
Support costs	The charity has incurred expenditure on support costs.
Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
Interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.
Expenditure and liabilities	
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent & other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts.
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.
Assets	
Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £200. They are valued at cost. The depreciation rates and methods used are disclosed in note 5.
Stocks and work in progress	Stocks held for sale as part of non-charitable trade are measured at the lower of cost or net realisable value. Goods or services provided as part of a charitable activity are measured at net realisable value based on the service potential provided by items of stock. Work in progress is valued at cost less any foreseeable loss that is likely to occur on the contract.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

There were no accounting policies adopted additional or different from those above.

3 Analysis of income

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Donations and legacies:	Donations and gifts	19,279	-	19,279	21,924
	Gift Aid	2,335	-	2,335	2,800
	General grants provided by government/other charities	6,760	-	6,760	87,720
	Total	28,374	-	28,374	112,444
Charitable activities:	Product Sales	9,956	-	9,956	12,843
	Consulting and Training Fees	400	-	400	3,300
	Expenses Recovered	885	-	885	1,524
	Total	11,241	-	11,241	17,667
Income from investments:	Interest income	173	-	173	-
	Total	173	-	173	-
TOTAL INCOME		39,788	-	39,788	130,111

Other information:

Within the income items above the following grants received are material:

	Current Yr £	Prior Yr £
General Funds		
Sylvanus Lysons	-	10,000
Old Town Christian Trust	5,000	
Others (2023: 4)	-	11,720
Restricted Funds		
Diocese of Gloucester	-	30,000
Benefact Trust	-	20,000
Inlight Trust	-	6,000
Others (2023:2)	-	10,000

4 Analysis of expenditure

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Expenditure on charitable activities	Cost of Sales - Direct Charitable Trading	7,476	-	7,476	6,660
	Product/Programme Development	-	15,950	15,950	3,257
	Employment Costs	28,607	13,350	41,957	67,061
	Support Costs	12,087	-	12,087	18,927
	Total expenditure on charitable activities	48,170	29,300	77,470	95,905
TOTAL EXPENDITURE		48,170	29,300	77,470	95,905

Other information:

Analysis of expenditure on charitable activities

Activity or programme	Activities undertaken directly £	Support Costs £	Total this year £	Total prior year £
Resources for life-changing conversations	23,609	26,719	50,328	67,049
Wellbeing of young people	15,950	11,192	27,142	28,856
Total	39,559	37,911	77,470	95,905

**Prior year expenditure on charitable
activities can be analysed as follows:**

Activities undertaken directly £76,978 Support Costs £18,927

Details of certain items of expenditure

There were no payments for any statutory external scrutiny of accounts or other services provided by our independent examiner in either the current or prior year.

5 Tangible Fixed Assets**Fixtures,
fittings
and
equipment****£*****Cost or valuation***

At the beginning of the year

9,907

Additions

-

Revaluations

-

Disposals

-

At end of the year

9,907

Depreciation and impairments

At the beginning of the year

9,059

Disposals

-

Depreciation

390

At end of the year

9,449

Net book value

Net book value at the beginning of the year

848

Net book value at the end of the year

458

Depreciation policy

Basis: straight line

Rates: Fixtures & fittings 10%

Computer equipment 20%

6 Stock**Charitable activities:**

Opening

Added in period

Expensed in period

Closing

Stock for resale £
3,985
7,302
(7,476)
3,811

7 Debtors and prepayments

Trade debtors

Other debtors

Total

This year £	Last year £
-	389
1,175	2,826
1,175	3,215

8 Cash at bank and in hand

Short term deposits

Cash at bank and on hand

Total

This year £	Last year £
10,592	10
6,007	47,294
16,599	47,304

9 Creditors and accruals

Trade creditors

Accruals and deferred income

Taxation and social security

Total

Amounts falling due within one year		Amounts falling due after more than one year	
This year £	Last year £	This year £	Last year £
6,785	1,329	-	-
163	476	-	-
39	809	-	-
6,987	2,614	-	-

The Ugly Duckling Charity

England & Wales - Charity number 1173156

Accounts



**The Ugly
Duckling Co.**

Report and Accounts for the year to 31 March 2023

Trustees' Report

The trustees are pleased to present their report for The Ugly Duckling Company CIO for the year to 31st March 2023.

Constitution and Charitable Objects

The Ugly Duckling Company (UDC) is a Charitable Incorporated Organisation registered on 24th May 2017. UDC's objects are to advance the Christian religion by practically demonstrating the Christian faith, in particular, but not exclusively, through the development of resources that equip people to explore faith, spirituality and wellbeing. .

Organisational structure and decision making processes

UDC is governed by a Board of Trustees who normally meet 3–4 times per year. Meetings consider strategic planning issues as well as financial reports and other legal requirements. Trustees receive regular updates on the activity of the charity as well as trustee information circulated by the Charity Commission. UDC benefits from the professional skills of the trustees whose focus in addition to our existing work have been concentrating on the development of the charities key priorities for the next few years. Day to day running of the charity is delegated to the officers listed below.

Charity Details

Address

The Ugly Duckling Company
124 City Road, London, EC1V 2NX

Director

Mrs Sharon Lanfear

Assistant Director

Mr Nathan Jones

Website

www.theuglyducklingcompany.com

Bankers

Lloyds Bank plc
PO Box 1000
Andover BX1 1LT

Trustees

Rev Marc Owen – Chairman
Mr Keith Howick
Mr Graham McGill
Mr Philip Poole
Rev Stephen Taylor

Independent Examiner

Shirley Robinson
18 Ridler Road
Lydney
GL15 5BL

Objectives and activities

The Ugly Duckling Co. is a Christian Charity based in Ross on Wye, Herefordshire with a it's registered address in London. We are passionate about helping people find life in all its fullness through the power of conversation. We seek to highlight the importance of conversation and spirituality, as well as equip people to have more meaningful dialogue with one another.

Our resources and events encourage connections to be made, life changing conversations to flourish, relationships to be deepened, life skills to be developed and for people to care for their spirituality & well-being.

Used in more than 80 countries every year, our resources are used to connect with children, young people and adults to find meaning, purpose and hope in life.

A core focus of our work is around helping the church to build meaningful connections with their communities. However, our resources are also used by families, schools, universities, work places, community groups, pubs, cafes, care homes, prisons and hospitals by people of all faiths and none.

- **Resources Sold and People Impacted**

Over the past year we sold a total of 1,733 of our resources, compared to 1,968 in the previous year.

A large percentage of these sales (1,362 items) were from our TableTalk Conversational packs (always our most popular resource) – a slight increase on the previous year. A total of 371 items were resources connected to our courses.

Whilst it is hard for us to know how many people benefitted from our resources this year, if just 8 people connected with each product that would be a total of 13,864 individuals. However, the actual total number of people engaged is likely to exceed this, as products are repeatedly utilised with different groups and resources sold in previous years continue to be used.

- **Apps Downloaded & People Impacted**

3,353 of our free Table Talk apps were downloaded over the year. This is lower than the previous year of 5,002 downloads. It is important to note that our newest Table Talk Packs are currently not available as apps and two of the apps that were listed are no longer live on Goggle Play. Apps require numerous updates each year to ensure they can meet all the requirements of the various app platforms. Due to the age of the apps they now need replacing rather than upgrading. We are planning to create a brand new app that will host all our Table Talk Resources once funding can be secured. Again it is hard to know how many people engage with the apps, although we imagine this is possibly lower than with the physical boxes. If each

download was used to connect with just 4 people then it would equate to 13,412 individuals engaging.

- **10:10 For Youth and Children**

Following on from the launch of a youth version of 10:10 (our youth well-being course) in 2021 we are now writing a version for children aged 4-11. Following the same themes as our youth version, there will be three levels to the resource with age appropriate content for children across primary school age. The Children's version is due for completion in early 2024.

10:10FC combines the need for effective well-being education with the benefits of spirituality, creating content built on positive psychology and Christian spiritual principles. The resource is evidence-based and builds on what is known to improve Children's Well-being. The 10 themes will host a range of activities and films that will cover topics like: Finding Happiness; Savouring; Thankfulness; Kindness; Forgiveness; Friendships; How to look after the Mind, Body and Soul; Finding help when life goes wrong.

- **TableTalk**

We have two types of Table Talk Packs. These are known as TableTalk (set of 6 mini packs) and Table Talk Mini (one mini pack). Table Talk is now 13 years old and remains our most popular resource.

This year we created three new TableTalk Packs to add to our range which means we now have conversational resources for children aged 2+ right through to the oldest. The additions this year are:

TableTak Mini for Early Years (for parents/carers of children aged 2-4)

Table Talk for Children (for 5-11s)

Table Talk Mini for Families (all ages)

We now have a total of 17 versions of the Table Talk packs and 3 versions of the mini packs.

Over the past few years we have changed the packaging for new TableTalk packs and reprints. This change allows us to produce smaller print runs, design new projects and use less card and paper, making our TableTalk range more cost effective, adaptable and more sustainable.

- **Courses**

We currently provide three courses for adults:

Resolve: a four-week course exploring what it means to enact positive change in your life. Designed to follow on from Christmas services, to be run in the New Year around the concept of New Year's Resolutions.

The Happiness Lab: a six-week course that enables delegates to explore what psychologists, doctors and faith leaders say will make people happier and help people to see that there is more to life than just the physical.

Puzzling Questions: a six-week course exploring some of life's deeper questions. Based on research conducted by Coventry Cathedral it explores six of the most popular questions asked by those interested in spirituality but outside of the local church.

- **Training, Exhibitions and Conferences**

We attended 5 exhibitions/conferences, delivered 5 seminars and 9 church training events. These events are important as they provide an opportunity for us to promote and deliver our charitable aims to a wider audience.

- **KOBLE**

This year we have been trialing a new resource called Koble. The aim of the resource is to help individuals and churches explore the art of connecting with people and helping them engage with people's spiritual journeys. It explores 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship). The impact of the trials is really encouraging with churches showing an increased connectivity with people in their communities. We hope to complete the trials and publish Koble in 2024.

- **The Happiness Lab Pop Up Exhibition**

Built on the foundations of our Happiness Lab Course and a trial at the Cheltenham Science Festival we have started work on a pop up exhibition that can be used by churches, schools, workplaces and community groups to build connections and help people explore how to live life well in an informal, easy to access format. It can be used as an open exhibition, a pop up at a community event or as part of a training event / conference. Our hope is this attractive, easy to use resource can be utilised to connect with people as a first point of contact. It would act as a brilliant for-runner to the Happiness Lab Course.

Future plans

Over the next three years we want to focus on 5 key priorities. Our core emphasis will be on raising awareness of the need for conversation and its transforming power, promoting our resources, as well as expanding the range and reach of our resources.

- **Priority Area 1: Raising Awareness of the need for Transforming Spiritual Conversations.**

Through training, campaigning and writing we want to:

- Provide seminars and training events that explore the power, importance and dynamics of transformative spiritual conversations in mission and well-being. Unpacking the environments that enable conversations to flourish and the possibilities for change that arise from conversation.
- Develop a new resource called KOBLE (Norwegian word for connect). A course that will help individuals and churches explore the art of connecting with others; helping them engage with other people's spiritual journeys. This will explore the 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship).
- Promote the power of spiritual conversation and raise awareness of its value through various channels, such as press releases, blogs, social media, appearances on broadcast media, articles on our website and attendance at conferences and exhibitions. Working through identified networks, partnerships and collaborations.

- **Priority Area 2. Reaching People Digitally.**

Through the launch of a digital platform, and by using social media more effectively, we want to:

- Offer all our courses through an optional digital subscription model. This will:
 1. Offer an additional option to print.
 2. Improve access to our resources, especially for people outside of the UK.
 3. Enable us to easily update resources.
 4. Reduce our carbon footprint through a reduction of printing, postage and packing.
 5. Provide a wide range of subscription options, enabling individuals, groups and organisations to run courses.
 6. Offer additional content for course participants via the course leaders subscriptions, enabling them to explore more content in their own time, thus improving the course experience.

- Expand the volume of free content on our main website to help people explore the power of conversation and spirituality independently of any specific course or resource.
- Enable the addition of Table Talk apps to match all new print packs. Ensure our Table Talk apps are kept up to date to apply with operating upgrades by both Apple and Google.
- Improve our social media and digital presence with increased content and through the use of a wider range of platforms.

• **Priority Area 3. New Resources.**

Through the creation of new resources, we want to offer relevant content for all ages and ensure our resources meet current needs. Resource development includes:

- 10:10 for primary age children (4-11s) built on the foundations of our existing 10:10 youth (11-17s) version.
- New Table Talk Packs: Difference, Life Issues & Students
- The Happiness Lab pop up exhibition for churches to use in their communities as a first step for building connections.
- Table Talk Crackers for use at Christmas meals, foodbanks etc.
- Resources for Cafes, Pubs and informal settings.

• **Priority Area 4: Developing partnerships projects.**

Through the development of new strategic partnerships we want to:

- Resource and deliver unique projects with other like-minded organisations to support the delivery of transforming conversations.
- Support the development and delivery of unique projects for other organisations that are wanting to use the power of spiritual conversation with people through their work. These may be national or in other specific geographical locations outside of Gloucestershire.

• **Priority Area 5. Re-Invigorating Existing Resources.**

Through a programme to enhance and update existing resources we want to:

- Add new content to our existing resources enabling them to be applied in a variety of different ways. For example, the addition of lesson plans to our Table Talk youth packs would add some depth to the resource and provide opportunities for youth

workers and teachers to broaden the conversation and application with young people.

- Update current courses to ensure they remain culturally relevant, expanding the content of Puzzling Questions, Resolve and The Happiness Lab.

Major risks identified

The main risks identified were:

- Ongoing increased demand on charitable trusts nationally is putting a lot of pressure on available funds being distributed to charities. As a faith-based charity some grants are not available to us. We are committed to increasing sales of the resources, exploring new ways of securing funds as well as continuing to make regular grant applications. We are however working to decrease the reliance we have on grants.
- The Cost of Living Crisis is impacting spending by churches and individuals (the main purchasers of our resources). To help combat this we are continuing to promote our resources into new markets. We are also finding ways to keep our costs down, so we do not have to rise prices significantly which could further impact sales. This includes downsizing our office space and working towards the development of digital versions of our resources which will open up our resources to more people in the UK as well as internationally at a cheaper price than print.

Financial review

During the year we were grateful to receive significant grant funding. Total donations and grants increased by 84% compared with the previous year to £112,444, the majority of which was either towards the development of 10:10 for Children (£36,000) or as part of a working relationship with the Anglican Diocese of Gloucester (£30,000).

Compared with the previous year (which benefitted from the launch of 10:10 for Youth), the income from charitable activities fell by 28% to £17,667. Rebuilding this activity is a key target for the coming periods.

Overall income increased by 52% to £130,111.

Although grants received were encouraging, we became aware early in the year that they were unlikely to be renewed. It was therefore decided to concentrate on delivering the already funded projects. Wherever possible other costs were reduced. Compared to the previous year, total operating costs reduced by 12% to £95,905.

As a result of the increased income and reduced costs reserves were rebuilt from £18,532 at the start of the year to £52,738 at the end, of which £30,480 were restricted funds.

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report and the financial statements in accordance with relevant legislation and regulations. The trustees are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees and signed on their behalf by: Rev Marc Owen, Chairman

Date: 6th January 2024

Independent Examiner's Report

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act) and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
- have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed by: Shirley Robinson

Date: 15th December 2023

Statement of Financial Activities for the year to 31 March 2023

	Note	Un- restricted funds £	Restricted income funds £	Total funds £	Prior year funds £
Incoming resources					
Income and endowments from:					
Donations and legacies		46,444	66,000	112,444	61,017
Charitable activities		17,667	-	17,667	24,450
Investments		-	-	-	1
Total	3	64,111	66,000	130,111	85,468
Resources expended					
Expenditure on:					
Charitable activities	4	51,672	44,233	95,905	108,435
Net income/(expenditure)		12,439	21,767	34,206	(22,967)
Reconciliation of funds:					
Total funds brought forward		9,819	8,713	18,532	41,499
Total funds carried forward		22,258	30,480	52,738	18,532

Balance Sheet at 31 March 2023

	Note	Un- restricted funds £	Restricted income funds £	Total this year £	Total last year £
Fixed assets					
Tangible assets	5	848	-	848	1,377
Total fixed assets		848	-	848	1,377
Current assets					
Stocks	6	3,985	-	3,985	1,808
Debtors	7	3,215	-	3,215	3,482
Cash at bank and in hand	8	16,824	30,480	47,304	13,631
Total current assets		24,024	30,480	54,504	18,921
Creditors: amounts falling due within one year	9	2,614	-	2,614	1,766
Net current assets/(liabilities)		21,410	30,480	51,890	17,155
Total assets less current liabilities		22,258	30,480	52,738	18,532
Creditors: amounts falling due after one year	9	-	-	-	-
Provisions for liabilities		-	-	-	-
Total net assets		22,258	30,480	52,738	18,532
Funds of the Charity					
Restricted income funds		-	30,480	30,480	9,819
Unrestricted funds		22,258	-	22,258	8,713
Total funds		22,258	30,480	52,738	18,532

Signed on behalf of all the trustees by:

Rev Marc Owen, Chairman

Date:

6th January 2024

Notes to the accounts for the year to 31 March 2023

1 Basis of preparation

1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 in October 2019
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

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

1.2 Going concern

There were no material uncertainties that cast doubt on the charity's ability to continue as a going concern.

1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period (3.46 FRS 102 SORP).

1.5 Material prior year errors

No material prior year errors have been identified in the reporting period (3.47 FRS 102 SORP).

2 Accounting policies

The following accounting policies have been applied by the charity:

Income

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting	There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.
Grants & donations	Grants & donations are only included when the general income recognition criteria are met (5.10-12 FRS102 SORP).
Tax reclaims on donations and gifts	Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.
Support costs	The charity has incurred expenditure on support costs.
Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.
Expenditure and liabilities	
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent & other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts.
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.
Assets	
Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £200. They are valued at cost. The depreciation rates and methods used are disclosed in note 5.
Stocks and work in progress	Stocks held for sale as part of non-charitable trade are measured at the lower of cost or net realisable value. Goods or services provided as part of a charitable activity are measured at net realisable value based on the service potential provided by items of stock. Work in progress is valued at cost less any foreseeable loss that is likely to occur on the contract.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

There were no accounting policies adopted additional or different from those above.

3 Analysis of income

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Donations and legacies:	Donations and gifts	21,924	-	21,924	35,803
	Gift Aid	2,800	-	2,800	6,661
	General grants provided by government/other charities	21,720	66,000	87,720	18,553
	Total	46,444	66,000	112,444	61,017
Charitable activities:	Product Sales	12,843	-	12,843	19,266
	Consulting and Training Fees	3,300	-	3,300	3,400
	Expenses Recovered	1,524	-	1,524	1,784
	Total	17,667	-	17,667	24,450
Income from investments:	Interest income	-	-	-	1
	Total	-	-	-	1
TOTAL INCOME		64,111	66,000	130,111	85,468

Other information:

Within the income items above the following grants received are material:

	Current Yr £	Prior Yr £
General Funds		
West of England Baptists	-	5,365
CJRS government grant	-	5,588
Sylvanus Lysons	10,000	-
4(2022: 5) others	11,720	7,600
Restricted Funds		
Diocese of Gloucester	30,000	-
Benefact Trust	20,000	-
Inlight Trust	6,000	
2 others	10,000	

4 Analysis of expenditure

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Expenditure on charitable activities	Cost of Sales - Direct Charitable Trading	3,268	3,392	6,660	8,732
	Product/Programme Development	-	3,257	3,257	23,845
	Employment Costs	36,045	31,016	67,061	57,789
	Support Costs	12,359	6,568	18,927	18,069
	Total expenditure on charitable activities	51,672	44,233	95,905	108,435
TOTAL EXPENDITURE		51,672	44,233	95,905	108,435

Other information:

Analysis of expenditure on charitable activities

Activity or programme	Activities undertaken directly £	Support Costs £	Total this year £	Total prior year £
Resources for life-changing conversations	53,650	13,399	67,049	80,874
Wellbeing of young people	23,328	5,528	28,856	27,561
Total	76,978	18,927	95,905	108,435

**Prior year expenditure on charitable
activities can be analysed as follows:**

Activities undertaken directly £90,366
Support Costs £18,069

Details of certain items of expenditure

There were no payments for any statutory external scrutiny of accounts or other services provided by our independent examiner in either the current or prior year.

5 Tangible Fixed Assets

**Fixtures,
fittings
and
equipment**

£

Cost or valuation

At the beginning of the year	9,907
Additions	-
Revaluations	-
Disposals	-
At end of the year	9,907

Depreciation and impairments

At the beginning of the year	8,530
Disposals	-
Depreciation	529
At end of the year	9,059

Net book value

Net book value at the beginning of the year	1,377
Net book value at the end of the year	848

Depreciation policy

Basis: straight line

Rates: Fixtures & fittings 10%
Computer equipment 20%

6 Stock**Charitable activities:**

Opening

Added in period

Expensed in period

Closing

Stock for resale £
1,808
5,340
(3,163)
3,985

7 Debtors and prepayments

Trade debtors

Other debtors

Total

This year £	Last year £
389	1,624
2,826	1,858
3,215	3,482

8 Cash at bank and in hand

Short term deposits

Cash at bank and on hand

Total

This year £	Last year £
10	20
47,294	13,611
47,304	13,631

9 Creditors and accruals

Trade creditors

Accruals and deferred income

Taxation and social security

Total

Amounts falling due within one year		Amounts falling due after more than one year	
This year £	Last year £	This year £	Last year £
1,329	-	-	-
476	1,200	-	-
809	566	-	-
2,614	1,766	-	-

Creditors in the Report and Accounts for the year to 31st March 2022 included an additional £282 'Other creditors' and the 'Cash at bank and on hand' figure was £282 greater, this being the amount owing to Lloyds Bank at 31st March 2022 on the charity's credit card. In the Report and Accounts for the year to 31st March 2023 the credit card balance has been deducted from 'Cash at bank and on hand' and the comparatives adjusted on a consistent basis.

The Ugly Duckling Charity

England & Wales - Charity number 1173156

Accounts



**The Ugly
Duckling Co.**

Report and Accounts for the year to 31 March 2022

Trustees' Report

The trustees are pleased to present their report for The Ugly Duckling Company CIO for the year to 31st March 2022.

Constitution and Charitable Objects

The Ugly Duckling Company (UDC) is a Charitable Incorporated Organisation registered on 24th May 2017. UDC's objects are the advancement of religion through the world, mainly by encouraging churches and individual Christians.

Organisational structure and decision making processes

UDC is governed by a Board of Trustees who normally meet 3–4 times per year, although with COVID-19 leading to reducing reserves and a major new resource being developed, trustees have been meeting more frequently. Meetings consider strategic planning issues as well as financial reports and other legal requirements. Trustees receive regular updates on the activity of the charity as well as trustee information circulated by the Charity Commission. UDC benefits from the professional skills of the trustees who, in the past year, have been part of reviewing new product developments and the response to COVID-19. Day to day running of the charity is delegated to the officers listed below.

Charity Details

Address

The Ugly Duckling Company
Oak House, Aylburton Business Centre
Stockwell Lane, Aylburton
GL15 6ST

Director

Mrs Sharon Lanfear

Website

www.theuglyducklingcompany.com

Bankers

Lloyds Bank plc
PO Box 1000
Andover BX1 1LT

Trustees

Rev Marc Owen – Chairman
Mr Keith Howick
Mr Graham McGill
Mr Philip Poole
Rev Stephen Taylor

Independent Examiner

Rhys Phillips
21 Highbeech Road
Bream
Lydney
GL15 6JH

Objectives and activities

The Ugly Duckling Co. is a Christian Charity based in the Forest of Dean. We are passionate about helping people find life in all its fullness through the power of conversation. We seek to highlight the importance of conversation and spirituality, as well as equip people to have more meaningful dialogue with one another.

Our resources and events encourage connections to be made, life changing conversations to flourish, relationships to be deepened, life skills to be developed and for people to care for their spirituality & well-being.

Used in more than 80 countries every year, our resources are used to connect with children, young people and adults to find meaning, purpose and hope in life.

A core focus of our work is around helping the church to build meaningful connections with their communities. However, our resources are also used by families, schools, universities, work places, community groups, pubs, cafes, care homes, prisons and hospitals by people of all faiths and none.

- **Resources Sold and People Impacted**

Over the past year we sold a total of 1,612 resources, compared to 506 in the previous COVID-19 pandemic year. The increase of sales showed the impact of coming out of lockdown and whilst modest, we sold 102 more resources this year than the year before lockdown, which was 1,510.

A large percentage of these sales were from our TableTalk Conversational packs (always our most popular resource) and in particular our new TableTalk for Well-being and Table Talk for Change packs, accounting for 686 of the resources sold.

Our resources are made up of Lead Products (course leaders guides and Table Talk Packs) and Delegate products (delegates guides and books sometimes used with courses but not always). In total, sales were made up of 1,083 lead products and 529 delegate products.

Whilst it is hard for us to know how many people benefitted from our resources this year, if just 8 people connected with each lead product that would be a total of 8,664 individuals. However, the actual total number of people engaged is likely to exceed this, as lead products are repeatedly utilised with different groups and resources sold in previous years continue to be used.

- **Apps Downloaded & People Impacted**

5,002 of our free Table Talk apps were downloaded over the year. This is slightly lower than the COVID-19 pandemic year where downloads stood at 5,911 and 5,658 in the year before lockdown. It is important to stress that our newest Table Talk Packs are not available as apps at the moment due to costs. Again it is hard to know

how many people engage with the apps, although we imagine this is possibly lower than with the physical boxes. If each download was used to connect with just 4 people then it would equate to 20,008 individuals engaging.

- **10:10 For Young People**

We were thrilled to launch our new well-being resource for young people in September 2021. Thanks to funding received from the Benefact Trust we were able to complete the project despite the challenges of a global pandemic. Designed as a ten session course, 10:10 provides an opportunity for young people to hear what doctors, psychologists, counsellors and youth workers have to say on subjects like kindness, forgiveness, relationships, purpose and looking after your mind. This enables young people to explore transformative ideas through films, discussion, activities, experiments and personal reflection on how we can learn to flourish and live life well. A suite of high quality, easy to use resources equips those leading the course to explore with young people how positive psychology and spirituality can boost well-being, improve health and transform lives.

By the end of this year 10:10 was being used in schools, colleges, churches, youth work organisations and hospitals. A total of 91 units were sold. We know that many of the groups using 10:10 are more than 12, so as a minimum we estimate at least 1,092 young people have benefitted from 10:10 in just 6 months.

- **10:10 For Children**

Following on from the youth version of 10:10 we have been able to commence work on the development of a Children's Version. Following the same themes as our youth version, there will be three levels to the resource with age appropriate content for children aged 5-11. Draft content has been put to trial and further writing and trials will take place across 2022. We hope to launch this resource in the spring / summer of 2023.

10:10FC combines the need for effective well-being education with the benefits of spirituality, creating content built on positive psychology and Christian spiritual principles. The resource is evidence-based and builds on what is known to improve Children's Well-being. The 10 themes will host a range of activities and films that will cover topics like: Finding Happiness, Savouring, Thankfulness; Kindness; Forgiveness; Friendships; How to look after the Mind, Body and Soul; Finding help when life goes wrong.

- **TableTalk**

Table Talk is now 12 years old and remains our most popular resource. Sales of our print packs were at their highest this year than any other year at 960 packs sold. Downloads of our TableTalk Apps were 5002.

We have two types of Table Talk Packs. These are known as TableTalk (set of 6 mini packs) and Table Talk Mini (one mini pack). We have a total of 14 versions of the Table Talk packs and 10 versions of the mini packs.

Over the past few years we have changed the packaging for new TableTalk packs and reprints. This change allows us to produce smaller print runs, design new projects and use less card and paper, making our TableTalk range more cost effective, adaptable and more sustainable.

Sales of our two newest packs, TableTalk for Well-being and TableTalk Mini for Change, launched in the previous year, were the strongest. These two resources were in response to the current challenges people experienced during the pandemic and our ability to launch them so quickly and effectively was made possible by our new designs. In the next year we are planning to create a new pack for Children and one for Families.

- **Courses**

We currently provide three courses for adults:

Resolve: a four-week course exploring what it means to enact positive change in your life. Designed to follow on from Christmas services, to be run in the New Year around the concept of New Year's Resolutions.

The Happiness Lab: a six-week course that enables delegates to explore what psychologists, doctors and faith leaders say will make people happier and help people to see that there is more to life than just the physical.

Puzzling Questions: a six-week course exploring some of life's deeper questions. Based on research conducted by Coventry Cathedral it explores six of the most popular questions asked by those interested in spirituality but outside of the local church.

The total number of courses was very low this year with only 32 sold compared to 125 in the pre-pandemic year. This is to be expected as even though lockdowns ended gatherings in groups still remained low and most sales this year happened in the last quarter.

- **Training, Exhibitions and Conferences**

We were able to return to exhibitions and conferences this year and we had a very successful time at the Christian Resources Exhibition in Esher in October 2021, followed by speaking engagements at the Freshstreams Leaders Conference in January 2022 and Christian Resources Exhibition in Exeter in February. These events are important as they provide an opportunity for us to promote and deliver our charitable aims to a wider audience.

- **KOBLE**

The Norwegian word for Connect, KOBLE is our new resource which we have begun trialing at Lydbrook Baptist Church. The aim of the resource is to help individuals and churches explore the art of connecting with people and helping them engage with people's spiritual journeys. It explores 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship).

Future plans for 2022 - 23

Over the next three years we want to focus on 5 key priorities. Our core emphasis will be on raising awareness of the need for conversation and its transforming power, promoting our resources, as well as expanding the range and reach of our resources.

- **Priority Area 1: Raising Awareness of the need for Transforming Spiritual Conversations.**

Through training, campaigning and writing we want to:

- Provide seminars and training events that explore the power, importance and dynamics of transformative spiritual conversations in mission and well-being. Unpacking the environments that enable conversations to flourish and the possibilities for change that arise from conversation.
- Develop a new resource called KOBLE (Norwegian word for connect). A course that will help individuals and churches explore the art of connecting with others; helping them engage with other people's spiritual journeys. This will explore the 7 D's (Desire, Dwell, Distinctiveness, Dialogue, Delivery, Decision, Discipleship).
- Promote the power of spiritual conversation and raise awareness of its value through various channels, such as press releases, blogs, social media, appearances on broadcast media, articles on our website and attendance at conferences and exhibitions. Working through identified networks, partnerships and collaborations.

- **Priority Area 2. Reaching People Digitally.**

Through the launch of a digital platform, and by using social media more effectively, we want to:

- Offer all our courses through an optional digital subscription model. This will:
 1. Offer an additional option to print.
 2. Improve access to our resources, especially for people outside of the UK.
 3. Enable us to easily update resources.
 4. Reduce our carbon footprint through a reduction of printing, postage and packing.

5. Provide a wide range of subscription options, enabling individuals, groups and organisations to run courses.
 6. Offer additional content for course participants via the course leaders subscriptions, enabling them to explore more content in their own time, thus improving the course experience.
- Expand the volume of free content on our main website to help people explore the power of conversation and spirituality independently of any specific course or resource.
 - Enable the addition of Table Talk apps to match all new print packs. Ensure our Table Talk apps are kept up to date to apply with operating upgrades by both Apple and Google.
 - Improve our social media and digital presence with increased content and through the use of a wider range of platforms.

• **Priority Area 3. New Resources.**

Through the creation of new resources, we want to offer relevant content for all ages and ensure our resources meet current needs. Resource development includes:

- 10:10 for primary age children (4-11s) built on the foundations of our existing 10:10 youth (11-17s) version.
- 3 - 4 New Table Talk Packs: Children, Families, Life Issues & Students
- The Happiness Lab pop up exhibition for churches to use in their communities as a first step for building connections.
- Table Talk Crackers for use at Christmas meals, foodbanks etc.
- Resources for Cafes, Pubs and informal settings.

• **Priority area 4: Developing partnerships projects.**

Through the development of new strategic partnerships we want to:

- Resource and deliver unique projects with other like-minded organisations to support the delivery of transforming conversations.
- Work directly with the people of Gloucestershire (where we are based) and deliver courses and services.
- Support the development and delivery of unique projects for other organisations that are wanting to use the power of spiritual conversation with people through their

work. These may be national or in other specific geographical locations outside of Gloucestershire.

- **Priority Area 5. Re-Invigorating Existing Resources.**

Through a programme to enhance and update existing resources we want to:

- Add new content to our existing resources enabling them to be applied in a variety of different ways. For example, the addition of lesson plans to our Table Talk youth packs would add some depth to the resource and provide opportunities for youth workers and teachers to broaden the conversation and application with young people.
- Update current courses to ensure they remain culturally relevant, expanding the content of Puzzling Questions, Resolve and The Happiness Lab.

Major risks identified

The main risks identified were:

- Ongoing increased demand on charitable trusts nationally is putting a lot of pressure on available funds being distributed to charities. As a faith-based charity some grants are not available to us. We are committed to increasing sales of the resources, exploring new ways of securing funds as well as continuing to make regular grant applications. We are however working to decrease the percentage reliance we have on grants.
- COVID-19 has impacted our sales again this year, however by the end of the year they were beginning to increase and actually rose above pre-pandemic levels. Despite this there are concerns that the cost of living crisis and overall financial challenges being faced by churches and individuals (the main purchasers of our resources) may impact sales in 2022/2023. To combat this we are continuing to promote our resources into new markets. We are also finding ways to keep our costs down, so we do not have to rise prices significantly which could further impact sales. We are working towards the development of a digital platform which will open up our resources to more people in the UK as well as internationally. We are also developing new resources and services to expand the reach of our work.

Financial review

Overall income increased slightly by £4,216. Whilst our grant income was lower than in previous years, down by £19,926, donations from individuals increased by £20,589. Overall costs were very similar to last year however development expenditure (on 10:10) decreased by £6,814 and other expenditure increased by £7,155.

Sales of our products and programmes increased as we emerged from the lockdowns of the previous years. Sales increased by £12,166.

The result of the above was that the balance at the end of the year stood at £18,532 down £22,967 on the previous year. However, development expenditure for 10:10 was successfully completed and the programme launched.

Whilst it is not shown in these accounts funding of £40,000 for the next financial year from other grant giving trusts is due at the start of April after the Balance Sheet date.

Ongoing Impact of COVID-19

We are now beginning to see a recovery from COVID-19 although most of this was experienced in the last quarter of 2021/2022. With general reserves falling to what has been identified as the minimum practical, the trustees and staff worked closely together to ensure that the charity matched its operational costs to its current income. As of the date of this report trustees are confident that UDC remains, and will remain viable with substantial grants already due for the next year and sales continuing to remain robust.

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report and the financial statements in accordance with relevant legislation and regulations. The trustees are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees and signed on their behalf by:

Rev Marc Owen, Chairman

Date: 3 September 2022

Independent Examiner's Report

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act) and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
- have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed by: Rhys Phillips, Independent Examiner

Date: 3 September 2022

Statement of Financial Activities for the year to 31 March 2022

	Note	Un- restricted funds £	Restricted income funds £	Total funds £	Prior year funds £
Incoming resources					
Income and endowments from:					
Donations and legacies		49,452	11,565	61,017	56,964
Charitable activities		24,450	-	24,450	24,285
Investments		1	-	1	3
Total	3	73,903	11,565	85,468	81,252
Resources expended					
Expenditure on:					
Charitable activities	4	80,874	27,561	108,435	108,094
Net expenditure		(6,971)	(15,996)	(22,967)	(26,842)
Reconciliation of funds:					
Total funds brought forward		16,790	24,709	41,499	68,341
Total funds carried forward		9,819	8,713	18,532	41,499

Balance Sheet at 31 March 2022

	Note	Un- restricted funds £	Restricted income funds £	Total this year £	Total last year £
Fixed assets					
Tangible assets	5	1,377	-	1,377	1,984
Total fixed assets		1,377	-	1,377	1,984
Current assets					
Stocks	6	1,808	-	1,808	2,115
Debtors	7	3,482	-	3,482	2,755
Cash at bank and in hand	8	5,200	8,713	13,913	39,806
Total current assets		10,490	8,713	19,203	44,676
Creditors: amounts falling due within one year	9	2,048	-	2,048	5,161
Net current assets/(liabilities)		8,442	8,713	17,155	39,515
Total assets less current liabilities		9,819	8,713	18,532	41,499
Creditors: amounts falling due after one year	9	-	-	-	-
Provisions for liabilities		-	-	-	-
Total net assets		9,819	8,713	18,532	41,499
Funds of the Charity					
Restricted income funds		9,819	-	9,819	24,709
Unrestricted funds		-	8,713	8,713	16,790
Total funds		9,819	8,713	18,532	41,499

Signed on behalf of all the trustees by:

Rev Marc Owen

Chairman

Date:

3 September 2022

Notes to the accounts for the year to 31 March 2022

1 Basis of preparation

1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 in October 2019
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

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

1.2 Going concern

There were no material uncertainties that cast doubt on the charity's ability to continue as a going concern.

1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period (3.46 FRS 102 SORP).

1.5 Material prior year errors

No material prior year errors have been identified in the reporting period (3.47 FRS 102 SORP).

2 Accounting policies

The following accounting policies have been applied by the charity:

Income

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting	There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.
Grants & donations	Grants & donations are only included when the general income recognition criteria are met (5.10-12 FRS102 SORP).
Tax reclaims on donations and gifts	Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.
Support costs	The charity has incurred expenditure on support costs.
Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
Interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.
Expenditure and liabilities	
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent & other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts.
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.
Assets	
Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £200. They are valued at cost. The depreciation rates and methods used are disclosed in note 5.
Stocks and work in progress	Stocks held for sale as part of non-charitable trade are measured at the lower of cost or net realisable value. Goods or services provided as part of a charitable activity are measured at net realisable value based on the service potential provided by items of stock. Work in progress is valued at cost less any foreseeable loss that is likely to occur on the contract.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

There were no accounting policies adopted additional or different from those above.

3 Analysis of income

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Donations and legacies:	Donations and gifts	27,090	8,713	35,803	15,214
	Gift Aid	6,661	-	6,661	3,271
	General grants provided by government/other charities	15,701	2,852	18,553	38,479
	Total	49,452	11,565	61,017	56,964
Charitable activities:	Product Sales	19,266	-	19,266	7,100
	Consulting and Training Fees	3,400	-	3,400	16,200
	Expenses Recovered	1,784	-	1,784	985
	Total	24,450	-	24,450	24,285
Income from investments:	Interest income	1	-	1	3
	Total	1	-	1	3
TOTAL INCOME		73,903	11,565	85,468	81,252

Other information:

Within the income items above the following grants received are material:

	Current Yr £	Prior Yr £
General Funds		
West of England Baptists	5,365	-
CJRS government grant	5,588	6,879
5 others	7,600	1,600
Restricted Funds		
Allchurches Trust (now Benefact Trust)	-	30,000

4 Analysis of expenditure

	Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Expenditure on charitable activities				
Cost of Sales - Direct Charitable Trading	8,732	-	8,732	4,414
Product/Programme Development	-	23,845	23,845	30,659
Employment Costs	57,789	-	57,789	56,755
Support Costs	14,353	3,716	18,069	16,266
Total expenditure on charitable activities	80,874	27,561	108,435	108,094
TOTAL EXPENDITURE	80,874	27,561	108,435	108,094

Other information:

Analysis of expenditure on charitable activities

Activity or programme	Activities undertaken directly	Support Costs	Total this year	Total prior year
	£	£	£	£
Resources for life-changing conversations	66,521	14,353	80,874	77,435
Wellbeing of young people	23,845	3,716	27,561	30,659
Total	90,366	18,069	108,435	108,094

Prior year expenditure on charitable activities can be analysed as follows:

Activities undertaken directly £91,828
Support Costs £16,266

Details of certain items of expenditure

There were no payments for any statutory external scrutiny of accounts or other services provided by our independent examiner in either the current or prior year.

5 Tangible Fixed Assets**Fixtures,
fittings
and
equipment****£*****Cost or valuation***

At the beginning of the year

9,907

Additions

-

Revaluations

-

Disposals

-

At end of the year

9,907

Depreciation and impairments

At the beginning of the year

7,923

Disposals

-

Depreciation

607

At end of the year

8,530

Net book value

Net book value at the beginning of the year

1,984

Net book value at the end of the year

1,377

Depreciation policy

Basis: straight line

Rates: Fixtures & fittings 10%

Computer equipment 20%

6 Stock**Charitable activities:**

Opening

Added in period

Expensed in period

Closing

Stock for resale	
£	
	2,115
	7,517
	(7,824)
	1,808

7 Debtors and prepayments

	This year	Last year
	£	£
Trade debtors	1,624	-
Other debtors	1,858	2,755
Total	3,482	2,755

8 Cash at bank and in hand

	This year	Last year
	£	£
Short term deposits	20	10,006
Cash at bank and on hand	13,893	29,800
Total	13,913	39,806

9 Creditors and accruals

	Amounts falling due within one year		Amounts falling due after more than one year	
	This year	Last year	This year	Last year
	£	£	£	£
Trade creditors	-	3,152	-	-
Accruals and deferred income	1,200	120	-	-
Taxation and social security	566	1,589	-	-
Other creditors	282	300	-	-
Total	2,048	5,161	-	-

The Ugly Duckling Charity

England & Wales - Charity number 1173156

Accounts



**The Ugly
Duckling Co.**

Report and Accounts for the year to 31 March 2021

Trustees' Report

The trustees are pleased to present their report for The Ugly Duckling Company CIO for the year to 31st March 2021.

Constitution and Charitable Objects

The Ugly Duckling Company (UDC) is a Charitable Incorporated Organisation registered on 24th May 2017. UDC's objects are the advancement of religion through the world, mainly by encouraging churches and individual Christians.

Organisational structure and decision making processes

UDC is governed by a Board of Trustees who normally meet 3–4 times per year, although with COVID-19 leading to reducing reserves and a major new resource being developed, trustees have been meeting more frequently. Meetings consider strategic planning issues as well as financial reports and other legal requirements. Trustees receive regular updates on the activity of the charity as well as trustee information circulated by the Charity Commission. UDC benefits from the professional skills of the trustees who, in the past year, have been part of reviewing new product developments and the response to COVID-19. Day to day running of the charity is delegated to the officers listed below.

Charity Details

Address

The Ugly Duckling Company
Oak House, Aylburton Business Centre
Stockwell Lane, Aylburton
GL15 6ST

Director

Mrs Sharon Lanfear

Website

www.theuglyducklingcompany.com

Bankers

Lloyds Bank plc
PO Box 1000
Andover BX1 1LT

Trustees

Rev Marc Owen – Chairman
Mr Keith Howick
Mr Graham McGill
Mr Philip Poole
Rev Stephen Taylor

Independent Examiner

Rhys Phillips
21 Highbeech Road
Bream
Lydney
GL15 6JH

Trustees' Report (cont.)

Major risks identified

The main risks identified were:

- Our main income stream has been from the limited number of grant-making trusts available to us. It will be important to develop new, increased sources of income.
- There are significant opportunities to offer services into the general market. UDC's explicitly Christian identity may limit our ability to fully exploit these. It is our intention to be clear in our marketing that our resources are not limited to the faith sector.
- Recovery from lost income due to COVID-19 may be slow and threaten future activities. It will be important to continue to make use of any government support schemes and work to re-establish and improve on pre pandemic level of sales.
- The launch of the **10:10** resource, which is essential for the stability and growth of the charity, was delayed by COVID-19 until after the end of the current year. Against that, we are convinced that the resource will speak into issues that are at the forefront of discussion within society.

Objectives and activities

Whilst we saw a significant drop in sales of our physical products and we were not able to fulfill other income generating commitments due to the pandemic, we were afforded the space to focus on the writing of already agreed resources.

Funding received from AllChurches Trust enabled us to continuing working on the development of **10:10** a new youth resource. Initial plans to launch within this financial year were postponed due to lockdowns and restrictions. However, in between lockdowns the filming of experts commenced. Designed as a ten session course **10:10** will provide an opportunity for young people to hear what doctors, psychologists, counsellors and youth workers have to say on subjects like kindness, forgiveness, relationships, purpose and looking after your mind. The course will enable young people to explore transformative ideas through films, discussion, activities, experiments and personal reflection on how we can learn to flourish and live life well. A suite of high quality, easy to use resources will equip those leading the course to explore with young people how positive psychology and spirituality can boost well-being, improve health and transform lives.

Trustees' Report (cont.)

Objectives and activities (cont.)

Other external agencies also engaged with us in continued partnership work:

- *The Arthur Rank Centre.*
Working collaboratively we developed **Rural Talk**, a set of conversational cards around the themes of isolation and loneliness, designed to help rural churches consider how they might respond to the growing challenge of isolation and loneliness facing many rural communities.
- *Renew Wellbeing*
Witnessing a rise in people talking about mental health over the last couple of years and increasingly so through the pandemic, another collaborative piece of work with the charity Renew Wellbeing resulted in the development of **Table Talk for Wellbeing**, a pack of question cards containing six themes built around the Five Ways to Wellbeing and emotions. We wanted to start a conversation around mental health in a way that would make talking about the subject accessible and also encourage people to explore ways to live well at the same time. The Five Ways to Wellbeing developed by The New Economics foundation with the Government's Foresight report in 2008, found that Connecting, Keeping Learning, Getting Active, Taking Notice and Giving were all good ways to attend to our wellbeing. Creating the resource around the Five Ways provides everyone with a shared language to talk about wellbeing across care systems, faith and community groups.
- *London Baptist Association*
In response to a request from LBA and questions around how we recover well, we developed **Table Talk for Change**, a mini set of cards looking at how to explore the theme through engaging with questions around the past, present and future.

As the majority of our resources are centered around small groups being able to gather together, the pandemic forced us to begin looking at how we could adapt our resources to make them more accessible online. We created an online version of **Table Talk for Lockdown** (made available on our website) and delegate workbooks for our courses were transferred to a temporary online platform. We were also able to offer a section of our **Puzzling Questions** course free to download.

We were encouraged that our existing **Table Talk apps** were downloaded 6.03k for the first time on the iOS platform across 80 countries, and our hope is that it is enabling many meaningful and spiritual conversations to take place.

Trustees' Report (cont.)

Future plans for 2021–22

Over the next 12 months we plan to:

- Develop a wider initiative to expand the range, reach and accessibility of our resources and to envision and equip the church to be missional in a post lockdown world. This will also form our strategy for fundraising and increased support.
- Launch and market **10:10** (as outlined above)
- Develop and trial the first draft of **10:10** for Children. Based on the same themes as the Youth version, this resource will equip children's workers, teachers, clergy, chaplains and pastoral staff to offer support to children aged 4 - 10 in schools, churches and the community around the subject of wellbeing.
- Develop **KOBLE** (Norwegian word for connect) a new resource for a whole church to embark on a journey to discover how to do mission in their context and to build on new connections made exploring what next.
- To build a brand new digital platform that will host all our resources ensuring our resources are easily accessible.
- Continue with the development of relationships with key partnerships to increase the use of UDC resources.

Financial review

Overall Income decreased by £31,975 (30%), mostly in grant income, most grant makers were focused on giving emergency grants to organisations hard hit by COVID-19, (UDC had previously received grants to develop the new **10:10** resource and staff were busy with writing and development). Neither were we successful in applying for the government backed £10,000 COVID-19 grant, which our local authority refused.

General fund expenditure reduced by £11,513 (14%) but development expenditure (on **10-10**) increased by £9,006 (38%) leaving overall costs down only £2,507 (2%).

Sales of our products and programmes fell because most of our customers were closed for most of the year. Sales fell by £10,153 (44%) but we did receive funding of £16,200 from the Diocese of Gloucester for the completion of a consultancy and training contract.

The result of the above was that unrestricted funds fell by £27,566 to £16,790. Restricted funds benefitted from income towards the development of **10:10** and increased by £724 to £24,709.

Trustees' Report (cont.)

Ongoing Impact of COVID-19

With further waves of COVID-19 being experienced after the financial year end, 2021-22 is proving another difficult year. With general reserves falling to what has been identified as the minimum practical, the trustees and staff are working closely together to ensure that the operation can match its operational costs to the current income. As of the date that this report was adopted, trustees are confident that UDC remains, and will remain viable.

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report and the financial statements in accordance with relevant legislation and regulations. The trustees are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees and signed on their behalf by:

Rev Marc Owen (Chairman)

18th December 2021

Independent Examiner's Report

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act) and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
- have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Rhys Phillips (Independent Examiner)

18 December 2021

Statement of Financial Activities for the year to 31 March 2021

	Note	Un- restricted funds £	Restricted income funds £	Total funds £	Prior year funds £
Incoming resources					
Income and endowments from:					
Donations and legacies		16,490	33,595	50,085	80,205
Charitable activities		24,285	-	24,285	26,138
Investments		3	-	3	5
Total	3	40,778	33,595	74,373	106,348
Resources expended					
Expenditure on:					
Charitable activities	4	68,344	32,871	101,215	103,722
Net income/ (expenditure)		(27,566)	724	(26,842)	2,626
Reconciliation of funds:					
Total funds brought forward		44,356	23,985	68,341	65,715
Total funds carried forward		16,790	24,709	41,499	68,341

Balance Sheet at 31 March 2021

	Note	Un- restricted funds £	Restricted income funds £	Total this year £	Total last year £
Fixed assets					
Tangible assets	5	1,984	-	1,984	2,603
Total fixed assets		1,984	-	1,984	2,603
Current assets					
Stocks	6	2,115	-	2,115	2,982
Debtors	7	2,755	-	2,755	2,988
Cash at bank and in hand	8	15,097	24,709	39,806	66,395
Total current assets		19,967	24,709	44,676	72,365
Creditors: amounts falling due within one year	9	5,161	-	5,161	6,627
Net current assets/(liabilities)		14,806	24,709	39,515	65,738
Total assets less current liabilities		16,790	24,709	41,499	68,341
Creditors: amounts falling due after one year	9	-	-	-	-
Provisions for liabilities		-	-	-	-
Total net assets		16,790	24,709	41,499	68,341
Funds of the Charity					
Restricted income funds		-	24,709	24,709	23,985
Unrestricted funds		16,790	-	16,790	44,356
Total funds		16,790	24,709	41,499	68,341

Signed on behalf of all the trustees by:

Rev Marc Owen (Chairman)

Date:

18th December 2021

Notes to the accounts for the year to 31 March 2021

1 Basis of preparation

1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- the Charities Act 2011.

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

1.2 Going concern

There were no material uncertainties that cast doubt on the charity's ability to continue as a going concern.

1.3 Change of accounting policy

The accounts present a true and fair view and the accounting policies adopted are those outlined in note 2.

1.4 Changes to accounting estimates

No changes to accounting estimates have occurred in the reporting period (3.46 FRS 102 SORP).

1.5 Material prior year errors

No material prior year errors have been identified in the reporting period (3.47 FRS 102 SORP).

2 Accounting policies

The following accounting policies have been applied by the charity:

Income

Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Notes to the accounts for the year to 31 March 2021 (cont.)

2 Accounting policies (cont.)

Grants & donations	Grants & donations are only included when the general income recognition criteria are met (5.10-12 FRS102 SORP).
Tax reclaims on donations and gifts	Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.
Support costs	The charity has incurred expenditure on support costs.
Volunteer help	The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.
interest, royalties and dividends	This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.
Expenditure and liabilities	
Liability recognition	Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.
Governance and support costs	Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice. Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent & other costs by their usage.
Redundancy cost	The charity made no redundancy payments during the period.
Deferred income	No material item of deferred income has been included in the accounts.
Creditors	The charity has creditors which are measured at settlement amounts less any trade discounts.
Provisions for liabilities	A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.
Assets	
Tangible fixed assets for use by charity	These are capitalised if they can be used for more than one year, and cost at least £200. They are valued at cost. The depreciation rates and methods used are disclosed in note 5.
Stocks and work in progress	Stocks held for sale as part of non-charitable trade are measured at the lower of cost or net realisable value. Goods or services provided as part of a charitable activity are measured at net realisable value based on the service potential provided by items of stock. Work in progress is valued at cost less any foreseeable loss that is likely to occur on the contract.

Notes to the accounts for the year to 31 March 2021 (cont.)

2 Accounting policies (cont.)

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

There were no accounting policies adopted additional or different from those above.

3 Analysis of income

		Unrestricted funds	Restricted income funds	Total funds	Prior year
		£	£	£	£
Donations and legacies:	Donations and gifts	12,329	2,885	15,214	13,607
	Gift Aid	2,561	710	3,271	2,348
	General grants provided by government/other charities	1,600	30,000	31,600	64,250
	Total	16,490	33,595	50,085	80,205
Charitable activities:	Product Sales	7,100	-	7,100	16,088
	Consulting and Training Fees	16,200	-	16,200	7,900
	Expenses Recovered	985	-	985	2,150
	Total	24,285	-	24,285	26,138
Income from investments:	Interest income	3	-	3	5
	Total	3	-	3	5
TOTAL INCOME		40,778	33,595	74,373	106,348

Other information:

Restricted income in the prior year comprised £41,000 grants, as listed below, and £1,466 donations.

Within the income items above the following grants received are material:

	Current Yr	Prior Yr
	£	£
General Funds		
Anonymous Trust	-	£6,000
Jerusalem Trust	-	£15,000
Restricted Funds		
Allchurches Trust	£30,000	£30,000
Good News Evangelism	-	£5,000
Diocese of Gloucester	-	£3,000
Souter Charitable Trust	-	£3,000

Notes to the accounts for the year to 31 March 2021 (cont.)

4 Analysis of expenditure

		Unrestricted funds £	Restricted income funds £	Total funds £	Prior year £
Expenditure on charitable activities	Cost of Sales - Direct Charitable Trading	4,414	-	4,414	7,853
	Product/Programme Development	-	30,659	30,659	21,706
	Employment Costs	49,876	-	49,876	48,199
	Support Costs	14,054	2,212	16,266	25,964
	Total expenditure on charitable activities	68,344	32,871	101,215	103,722
TOTAL EXPENDITURE		68,344	32,871	101,215	103,722

Other information:

Analysis of expenditure on charitable activities

Activity or programme	Activities undertaken directly	Support Costs	Total this year	Total prior year
	£	£	£	£
Resources for life-changing conversations	54,290	16,266	70,556	84,495
Wellbeing of young people	30,659	-	30,659	19,227
Total	84,949	16,266	101,215	103,722

Prior year expenditure on charitable activities can be analysed as follows:

Activities undertaken directly	£77,758
Support Costs	£25,964

Details of certain items of expenditure

There were no payments for any statutory external scrutiny of accounts or other services provided by our independent examiner in either the current or prior year.

Notes to the accounts for the year to 31 March 2021 (cont.)

5 Tangible Fixed Assets

Cost or valuation

	Fixtures, fittings and equipment £
At the beginning of the year	9,907
Additions	-
Revaluations	-
Disposals	-
At end of the year	9,907

Depreciation and impairments

**Basis	Straight Line
** Rate	Computers 20% Furn. & Fix. 10%

At the beginning of the year	7,304
Disposals	-
Depreciation	619
At end of the year	7,923

Net book value

Net book value at the beginning of the year	2,603
Net book value at the end of the year	1,984

Notes to the accounts for the year to 31 March 2021 (cont.)

6 Stock

Charitable activities:

Opening

Added in period

Expensed in period

Closing

Stock for resale
£
2,982
2,944
(3,811)
2,115

7 Debtors and prepayments

	This year £	Last year £
Trade debtors	-	411
Other debtors	2,755	2,577
Total	2,755	2,988

8 Cash at bank and in hand

	This year £	Last year £
Short term deposits	10,006	10,003
Cash at bank and on hand	29,800	56,392
Total	39,806	66,395

9 Creditors and accruals

	Amounts falling due within one year		Amounts falling due after more than one year	
	This year £	Last year £	This year £	Last year £
Trade creditors	3,153	2,263	-	-
Accruals and deferred income	120	2,243	-	-
Taxation and social security	1,589	1,340	-	-
Other creditors	300	781	-	-
Total	5,161	6,627	-	-