



**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.