



**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	-	-