UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales · Charity number 299128

Details

Other names	UCB EUROPE
Status	Registered
Legal form	Charitable company
Company number	02182533
Registered	1988-04-26
Register	View on the Charity Commission register

Contact

Address	United Christian Broadcasters Westport Road Stoke-On-Trent ST6 4JF
Phone	01782 911000
Email	ucb@ucb.co.uk
Website	www.ucb.co.uk

Activities

Objects: THE OBJECTS FOR WHICH THE ASSOCIATION IS ESTABLISHED ARE, FOR THE PUBLIC BENEFIT IN THE UNITED KINGDOM OR OVERSEAS: A) THE ADVANCEMENT OF THE CHRISTIAN RELIGION; B) THE ADVANCEMENT OF RELIGIOUS OR OTHER EDUCATION; AND C) THE RELIEF OF THE AGED POOR SICK OR DISABLED.

Activities: Non-denominational Christian media activities. Our vision is Changing Lives for Good by the power of God's Word.

Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Religious Activities
- **Who:** The General Public/mankind

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Geography

- Ireland
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£10,261,956	£9,586,879	£11,559,832	110
2023-12-31	£10,149,095	£8,598,641	£10,884,755	97
2022-12-31	£9,544,323	£8,163,471	£9,334,301	93
2021-12-31	£9,574,223	£7,896,302	£8,111,573	102
2020-12-31	£9,577,272	£7,445,590	£6,433,652	106

Trustees

Name	Role	Appointed
Rev ALAN KEITH SCOTLAND	Chair	2000-06-27
Helen Yousaf		2024-01-31
Neil Arthur Elliott		2018-05-18
REV David Edwards		2014-06-19
Rev DIANA ALVEREY STACEY		2006-10-13
Simon Gerard McCrossan		2018-05-18

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UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales - Charity number 299128

Accounts

- Company Number: 02182533

Registered Charity Number: 299128

UNITED CHRISTIAN BROADCASTERS LIMITED

(Limited by Guarantee)

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2024

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2024

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UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2024

Welcome

Who we are
United Christian Broadcasters ('UCB') is a non-denominational Christian media charity.

Our vision and our benefit to the public
Our vision statement is *changing lives for good by the power of God's Word*. The public benefit we deliver is centred on this vision and is available to both Christians and non-Christians in a wide variety of accessible and user-friendly formats. We are passionate about seeing lives changed for good in spiritual and practical ways which reflect and demonstrate the Christian faith. These are the benefits that arise out of our charitable objectives.

The comments given throughout this report have been received from the public during the year in response to these benefits.

We confirm that we have complied with our duty in section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

"I listen to UCB regularly and it's amazing how in my most vulnerable moments there's something that is said or a song I hear that is about my exact situation and brings release, comfort and a new energy"

Charitable objectives
Our charitable objectives are, for the public benefit in the United Kingdom or overseas:

- The advancement of the Christian religion
- The advancement of religious or other education
- The relief of the aged, poor, sick or disabled

Key areas of activity
We further our charitable objectives by operating in the following key areas:

- Radio, News, Podcasts and Video (via DAB digital radio, live stream services, the UCB Player App and podcast providers)
- Publication and distribution of Christian resources across a range of print and electronic media
- Delivery of the Christian message through other digital channels, e.g. social media and Apps
- Providing OneHope resources for young people
- Offering a Prayerline service providing excellent quality national prayer support
- Development of the UCB Kingdom Academy to equip the Church for growth in the digital age
- Making charitable donations and grants to partner organisations supporting similar activities throughout the world

"The UCB Word For Today encourages me to read different parts of the Bible that I might not naturally go to, and helps me understand some of the stories. Thank you so much"

Our objectives and activities reflect the Great Commission of Jesus Christ (Matthew chapter 28 verses 18-19) in the areas of prayer, evangelism, discipleship and mission. Our mission is to offer every person in every place every moment of the day, the opportunity to hear, watch or read the Word of God in a relevant and engaging way.

Strategic report

Review of the year, aims, achievements and performance

I pray that the eyes of your heart may be enlightened in order that you may know the hope to which he has called you, the riches of his glorious inheritance in his holy people, and his incomparably great power for us who believe. Ephesians 1:17-18

It is a great privilege to serve with a ministry like UCB, a ministry that's focused on bringing hope and 'the riches of God's Word' to everyone, whether they're at home, on the move, in the car or even in a prison cell. We continue to receive hundreds of stories from people whose lives have been impacted by something they have heard, read or watched whether that's through the UCB Word For Today, Radio, a post on social media or a connection they've made with Prayerline.

"I listen to the UCB Word For Today on the App every morning. God is using UCB to reach out to people and that is why I support UCB. We are an amazing family!"

We're so thankful to God for his provision and faithfulness throughout 2024 and particularly so as we celebrated the 30th year of the UCB Word For Today and a 'divine partnership' with the late Bob Gass and now continued with his wife Debby and team.

We continue to thank God for the faithful partners who stand with UCB year after year, as together we work toward seeing 'lives changed for good by the power of God's Word.'

David L'Herroux, UCB's Chief Executive

We are so thankful and grateful for the work of our leaders, staff and volunteers who've responded to 2024 with hard work, grace, unity and commitment. Looking back on 2024 and all its achievements and being inspired by all that's to come in 2025, here are some of many highlights:

- Hosted a celebration event marking the 30th anniversary of the UCB Word For Today. The event included a 100-voice national choir and over 1300 partners and friends of UCB attended. Building on the success of 'Foundation on the road' in 2023, we held a further 8 events in 2024 (6 in-house, 2 'on the road') with a total of 398 guests attending

- Following a successful pilot year in 2023, in 2024 Kingdom Academy welcomed 77 external participants, held 4 Worship Training Weekends, 1 Worship Training Week, 1 Media Weekend (in partnership with Christians in Media) and recorded over 10,000 hours of development time with both internal staff and external candidates

- 'Just for You' - a further 50,000 copies of our Evangelistic edition of Word for Today were printed bringing total print and distribution to-date to 150,000 copies

"UCB has been part of our lives for over 20 years, now with DAB we wake up to worship and prayer. There's always a song or a word that speaks right into our circumstance"

- The Village of Hope - after a successful first year in 2023 in which £32,525 was raised at the end of the year and donated in 2024, a second successful campaign during 2024 saw a total of £56,957 raised and donated in 2025 (an increase of 75% on the previous year) which will help to transform children's lives in Romania

- Broadcasting - we recruited a full-time podcast producer, expanded our social media presence, produced powerful personal stories on video to mark the 30th anniversary of the UCB Word For Today, introduced new specialist music programmes, applied AI-tools to speed up content creation and used satellite technology to broadcast live from around the UK

- In 2024 we had a 60% increase in meetings with Strategic Partners and Church leaders with some significant relationship building opportunities achieved

2025 promises to be a year of acceleration as we complete significant projects including phase 1 and phase 2 of our Integrated Data Project and launch of our new website. Everything we do is centred around preparing for an unprecedented move of God across the nation and seeing 'lives changed for good by the power of God's Word'. Our commitments for the year include:

- Implementing phase 1 and phase 2 of our Integrated Data Project covering our Finance and Marketing systems
- Following a 'pause' (to allow for implementation of new CRM system), we look forward to the launch of a new UCB website with a focus on user experience and improved access to content
- Continuing to develop broadcasting content on all platforms (radio, podcasts and UCB Player) to further enhance listener engagement
- Further development of 'Spark' – UCB's brand new devotional app for kids which was launched September 2024
- Building on our achievement of Investors in People Gold accreditation
- Combining our Burslem and Hanchurch sites as 'ground is broken' on developing our Burslem site into an all-in-one media and operations centre. The existing Hanchurch site will be repurposed as the new home to the UCB Kingdom

"UCB Prayerline gives me that sense of peace, knowing that I'm not alone. I'm really grateful that I've come to a place in life where I feel content"

Our strategic focus remains on:

- Deepening our understanding and growing audiences across our various platforms (Print, digital, Apps, website and more)
- Growing our relationships across different departments particularly expanding on the collaboration between the Communications and Radio departments
- 'Joining the dots' on all our data, bringing it all into one integrated system, helping our audiences to have much easier access to UCB's resources
- Exploring and developing new income streams for sustained impact

The Trustees are of the opinion that UCB is able to continue as a going concern for the foreseeable future. This opinion has been reached after having reviewed the organisation's financial forecasts covering a period of several years and a range of scenarios, including the foreseeable economic climate.

<u>Broadcasting and podcasting</u>
We continue to focus on the quality and broad appeal of our broadcasts and podcasts, centred on the Christian faith.

Radio: UCB1 and UCB 2

Broadcasting nationally on DAB digital radio (on DAB+ in stereo) and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player App, live radio streaming services, internet radio and voice-activated smart speakers.

Video

Video content from UCB can be seen on the UCB Player App, on the UCB YouTube channel and on UCB social media.

What we aimed to do in 2024

- Introduce new platforms for radio listening (to reach more people)
- Introduce new video resources (to provide access to a greater range of Bible-based content)
- Introduce live weekend radio output (to better reflect current events)

Achievements and performance in 2024

- UCB1 and UCB2 are now available on Freeview TV (Channel 277: UK Radio Portal)

- With the appointment of a full-time Podcast Producer, UCB Podcasts have increased and are now available on YouTube
- A radio presenter is now scheduled for weekend work to coincide with the established weekend rota for a UCB News journalist

What we aim to do in 2025

- Establish new broadcast facilities
- Build a new social media following (especially on Instagram) for UCB1, UCB2, UCB News, UCB Podcasts and UCB Videos
- With the appointment of a full-time Testimonies Producer, expand the number of inspiring personal stories on air

"I found UCB radio and it's now my staple radio station"

Publications

The UCB Word For Today is our daily Bible devotional and in 2024 we launched Spark, a video-based devotional App for kids with daily videos based on readings from the UCB Word For Today (see other digital delivery – non-broadcasting). In addition, we reprinted an additional 50,000 copies of Just For You, a 30 day 'taster' version of the Word For Today designed for people who are exploring faith. These are available to order free of charge on our website and have also been distributed to churches and at events across the UK.

All our resources are distributed free of charge, with the aim of helping Christians to grow in their faith. With a particular focus this year on our new Spark App for kids, we are excited to bring Word For Today in a relatable way to a brand-new age group and audience. By equipping young people with the biblical tools they need for today's challenges, we hope to instil in them a lifelong love for God's Word.

UCB Word For Today

UCB's daily devotional is available as a printed resource, as well as via email and online at www.ucb.co.uk/read. An audio version is played on our national DAB radio station UCB 2 and also hosted on the UCB Player App.

OneHope
www.ucb.co.uk/onehope

UCB continues to have dynamic partnership with OneHope, an international ministry helping to change the lives of young people globally. OneHope works in hundreds of countries around the world, reaching children of all ages with Biblical print and digital resources and their team has worked closely this year with the UCB marketing team to create and deliver our Spark App. Through workshops and sharing of resources, our relationship with OneHope has grown significantly this year and we look forward to all that 2025 will bring.

We also partner with OneHope to produce and distribute Bible-based booklets designed for children. We distribute these primarily through the Bag of Hope, which is a free bag (100% recyclable, made of sugar cane) which contains a Bible-based booklet and a leaflet about UCB's resources.

What we aimed to do in 2024

- Update Just for You (in line with supporter feedback) and reprint
- Create 4 new UCB Word For Today reading plans to be hosted on the YouVersion App
- Streamline Word for Today email lists

Achievements and performance in 2024

- 50,000 copies of 'Just For You' printed and continue to be distributed at events and with connections across the UK.
- 2 x new reading plans were launched on the YouVersion App with over 124,000 people engaging with all our plans in 2024. The most popular plan in 2024 was 'Facing the giant of addiction'.

- Migrating our email lists to a new provider has allowed them to be streamlined although work in this area will continue as we launch our new CRM.

What we aim to do in 2025

- Measure the impact of our Spark App using GDPR compliant analytics, protecting young people's privacy
  Revise and reprint an updated version of Just For You
- Develop the style and design of UCB Word For Today (print) to continue to grow the audience

Other digital delivery (non-broadcasting)

UCB's mission is to reach every person in every place at every moment of the day with the life-changing Word of God and so we're always looking for new ways to reach people, whether that's through digital platforms (Facebook/Twitter/Instagram etc), the UCB Player App, our Spark App for kids, our website or print publications.

What we aimed to do in 2024

- Launch our new website
- Undertake an audit of all our digital marketing, including website, email and social media
- Work closely with Broadcasting department on introduction of new studio cameras to create social media content

"The UCB Kingdom Academy learning environment is encouraging with room to learn and grow and be a part of a wide variety of activities. There are many staff here who have different roles and there is so much to learn from them"

Achievements and performance in 2024

- Spark, UCB's brand new devotional App for kids was made available on the App Store/Google Play. More information can be found at ucbspark.co.uk
- Our new website will be launched in 2025. It was decided to pause the project and focus on delivery of the new CRM first. Significant progress has been made.
- An independent audit of our digital marketing took place and provided key insights for future growth
- Following installation of new studio cameras an internal working team was formed and we are creating and sharing brand new radio-focused (UCB 1) content on social media (on Instagram and Facebook)

What we aim to do in 2025

- Develop UCB's presence on TikTok and review our other social media channels
- Launch UCB's new website with a focus on user experience

OneHope

UCB.CO.UK/onehope

UCB continues to have a strategic alliance with OneHope, a dynamic international ministry helping to change the lives of young people globally. OneHope works in hundreds of countries around the world, reaching children of all ages with Biblical print and digital resources. UCB's OneHope partnership, which includes our annual 'Bag of Hope' initiative reaching thousands of young people and their families in the UK, is strengthened by OneHope digital resources and publications.

What we aimed to do in 2024

- Launch new digital youth resource *
- Reprint Books and Bags of Hope
- Work with OneHope on producing digital content *

* *Our Spark App for kids is now included under other digital delivery (non-broadcasting)*

Achievements and performance in 2024

- Nearly 70,000 Bags of Hope distributed across the UK
- Promoted OneHope's Bible App for Kids in our print publications

- Wrote to UCB's partners to share information about our partnership with OneHope

What we aim to do in 2025

- Reprint Bags of Hope
- Continue to work with OneHope on content development
- Continue to promote OneHope's resources to audiences across the UK

Prayerline
UCB.CO.UK/pray, 01782 36 3000

Our Prayerline gives people the opportunity to receive prayer support by telephone, or to submit prayer requests via the UCB website or by post. Our trained call-taker volunteers are able to listen and pray with callers, seeking to encourage them with God's Word. The call service is resourced by home based volunteers, and a separate group who focus on prayers received via the web, and a third that focuses on prayers received by post.

"You are there in times of need - UCB Prayerline is such a soothing balm"

What we aimed to do in 2024

- Continue to launch Geo-Hubs across the regions; we are aiming for a further seven this year
- We plan to undertake a concerted recruitment campaign of volunteers
- We aim to share the prayer ministry model with others, such as churches, so that other Prayerlines can be set up

Achievements and performance in 2024

- 70 Geo-Hubs have been established through the UK during 2024
- Eight Prayerline volunteers have been identified and mentored by the Broadcasting team, to be involved in praying on radio (Prayer Breakthrough)
- Prayerline's profile has been raised within UCB: on air and at events such as Foundation Days and the Big Church Festival

What we aim to do in 2025

- Ensure our telephone system meets the Prayerline's business requirements and develop a strategy for ongoing development
- Further develop the documentation and planning resource of "How to set up a Prayerline service"
- A potential opportunity has arisen for a collaboration to recruit for volunteers, with a Church leader in London

UCB Kingdom Academy

A key element within our Strategic Plan is to focus on 'building for growth' in preparation for the promise of an unprecedented move of God. We aim to build on lessons learned from the UCB Academy (which began in 2012 on a small scale) and establish an international 'Kingdom Academy' designed to uniquely and practically equip the Church for growth in a 21st century digital age incorporating a unique blend of five 'pillars'. UCB will lead the training on the first pillar of Media and work in close partnership with specialists to deliver the other four pillars: Ministry, Mission, Management and Music (i.e. worship).

"There was a wonderful mix of talents at the UCB Kingdom Academy event and it was so good to be with other believers worshipping the Lord. I would recommend anyone thinking about taking part. It certainly encouraged and uplifted me"

What we aimed to do in 2024

- Conduct a Feasibility Study into incorporating Visible Music College's relevant training modules and course content into UCB's media training course – thereby enhancing the Kingdom Academy's 5M 'pillars'
- Host a joint training and development event with a new partner organisation: Christians in Media (CiM)

- Continue to develop the media training course content in a) creating inspiring radio programmes, b) interview techniques and media law, c) digital content creation, d) management and leadership and e) Biblical and theological foundations
- In relation to two key UCB projects, the Kingdom Academy will develop plans a) to accommodate training during refurbishment of the Burslem building, and b) to align and manage key training requirements linked to UCB's Integrated Data Project.

Achievements and performance in 2024

- Launched an accredited Certificate in Modern Media (pilot course in partnership with Visible College) and accredited by TRACS (US)
- Delivered a range of Media and Worship Training courses (residential, onsite and online) throughout the year to 77 participants
- Delivered a successful Media Weekend in conjunction with Christians in Media (on their Mentee Programme) covering a range of media studies including a Podcast Challenge

What we aim to do in 2025

- In partnership with ministry partners, develop 4 new training opportunities (on-line and on-site) from January 2025 to run throughout the year and extend to 2025/2026 academic year for individuals, church groups and other ministries, UCB Affiliates, as well as UCB staff and volunteers
- Organise a Graduation Ceremony (4 July 2025) for students, family members, sponsors and other stakeholders
- Collaboratively work with internal teams to initiate three organisational projects for students on the Certificate in Modern Media as part of the Creative Leadership module

Grants paid

During the year we invested in making grants available to 5 organisations (2023: 4 organisations) with similar charitable aims to UCB, for the furtherance of Christian media activity.

Global broadcasting & publication support

We provide practical and financial assistance to other Christian broadcasters and publishers throughout the world. Our grant making policy is to provide grants for the development of UCB Word For Today publications and broadcasting activity, consistent with our charitable objectives.

"I listen to UCB in my work van and at home, and I leave it on in the van for the word to spread to the next person that drives it after me"

What we aimed to do in 2024

- Continue developing the European network of Affiliates, and associated organisations who are already established but not branded UCB
- Continue to encourage non self-sufficient Affiliates to become self-sufficient
- Embrace new technology, e.g. Artificial Intelligence

Achievements and performance in 2024

- Continued to develop our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe
- Encouraged non self-sufficient Affiliates to become self-sufficient

What we aim to do in 2025

- Continue developing the European network of Affiliates, and associated organisations who are already established but not branded UCB
- Continue to encourage non self-sufficient Affiliates to become self-sufficient
- Develop virtual and in person conferences, and visit countries on a priority basis

Capital expenditure

Longer term planned capital expenditure includes:

- Implementation of a new enterprise system enabling data to be integrated across the organisation
- Refurbishment of our Burslem site
- Updating our Hanchurch Broadcast Centre to facilitate the UCB Academy's increased training activity

Volunteers and gifts-in-kind

Our Prayerline is resourced by 186 (123 phone, 25 email, 38 postal) trained volunteers supported by a small team of paid staff. Without volunteer help this vital ministry would simply not be possible. During 2024 this equated to 12,173 hours volunteered.

UCB also benefits from the help of approximately 7,900 active church advocates throughout the country. While it is not possible to accurately quantify the hours worked, these volunteers provide an essential connection between UCB and its supporters and beneficiaries at a grass roots level. We also benefit from a pool of casual volunteers who support the ministry in a variety of ways.

There were no major gifts in kind during the year, although UCB aims to achieve synergy in effective partnerships with other organisations.

Financial review

The following information has been summarised from our Statement of Financial Activities:

	2024 £000
Income	
Donations: non-regular	**3,371**
Donations: regular	**4,765**
Gift Aid tax claimed	**1,191**
Legacies	**509**
Income from charitable activities	**83**
Income from investments	**343**
	10,262
Expenditure	
Raising funds:	
Fundraising & publicity	**957**
Charitable activities:	
Broadcasting	**4,110**
Publications	**2,406**
Other digital delivery (non-broadcasting)	**608**
OneHope	**73**
Kingdom Academy	**254**
Prayerline	**383**
Charitable donations	**461**
Grants paid	**148**
Global broadcasting and publication support	**187**
	9,587
Surplus for the year	**675**

"The UCB Word For Today gives you something practical that you can go out and do, change an attitude and actually grow day-by-day as you look at it. It's accessible on so many levels, and that's why we recommend it to everyone in our church"

Comments

We continue to adapt and develop the methods by which we deliver our charitable aims, actively evaluating our structure and working practices. The exceptionally high inflation of recent years has resulted in significantly higher fixed overheads which we are contractually committed to, for instance the cost of DAB radio broadcasting. Staff costs have also risen significantly and will be compounded by the 2025 increase in Employer's National Insurance contributions. We have always freely given a message of Christian hope and this continues to be particularly well received by people from all walks of life in these continued times of uncertainty.

With the economy and world political tensions continuing to be seen as significant risks, it remains impossible to accurately forecast over the longer term. However, our priority remains to manage our income and expenditure in a way which enables us to meet demand for our services as effectively as possible and explore new opportunities, while also maintaining a level of free reserves consistent with our strategy.

Reserves policy

Unrestricted funds (including a revaluation reserve of £181k) amounted to £11,467k. After deducting a total of £2,862k invested in fixed assets, free reserves amount to £8,605k or 10.8 months' expenditure (2023: £8,171k or 11.4 months' expenditure).

The Trustees have determined that the free reserves required to enable continuity of operations should not fall below 3 months' expenditure, approximately £2,390k (2023: £2,150k). The Trustees also take into account the following factors:

- Significant capital expenditure currently in progress or under active consideration: enterprise systems and building refurbishment ensuring that UCB remains fit for purpose in the future. This justifies currently holding higher free reserves in advance of such expenditure. For example in February 2024 an agreement was entered into for the supply of a significant new enterprise system. At the time of writing the charity is also due to launch a multi-million pound refurbishment of its operations centre in Stoke-on-Trent.
- Assessment of the level of reserves required to compensate for the risks that UCB faces, particularly inflation applied to contractual commitments over the longer term
- The nature and amount of restricted funds held, particularly when they are due to be spent within the next 12 months and relate to operational costs which would otherwise be paid for out of free reserves. This would justify holding lower free reserves while the restricted funds are spent

Our overall aim remains to maintain an appropriate level of reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against an assessment of our risks and committing to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

Summary of reserves

	2024
	£000
Unrestricted funds:	
General reserve: undesignated	**11,286**
Revaluation reserve	**181**
Restricted funds:	
Broadcasting costs (Radio)	**38**
Charitable donations	**55**
	11,560

"I really appreciate UCB Radio as it's hard for me to read, but hearing God's word throughout the day really helps get the message into my mind"

The likely timing of the expenditure of restricted funds is as follows:

Broadcasting costs (Radio)
Funds received to be spent on News and Current Affairs over the next year

Charitable donations
Charitable donations scheduled to be made to the respective recipients over the next year

Risk management including principal risks and uncertainties

Risks and the methods of controlling those risks are categorised into four areas which have been adapted from the Balanced Scorecard* model to more closely match UCB's charitable requirements:

Area	Balanced Scorecard equivalent
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

** Balanced Scorecard: An approach to strategic management which provides a clear prescription as to what organisations should measure in order to 'balance' a purely financial perspective.*

Risks are assessed for likelihood and severity, prioritised, and an evaluation made of what action needs to be taken in relation to the higher priority risks. This process is carried out annually or more frequently as required, with actions defined for each item as appropriate.

The major financial risk we face continues to be the economic environment, coupled with global political tension. Our income remains difficult to accurately predict and many of our costs are linked to high rates of inflation. The worst case scenario would be a sustained drop in the purchasing power of our income, coupled with limited opportunities to reduce the cost of significant contracted expenditure underpinning our broadcasting and publishing activities. This would force us to re-evaluate our activities, potentially letting thousands of listeners and readers down at precisely the same time that the need for our services has never been greater.

We have prepared financial projections covering the period 2025-2029 including a detailed monthly analysis of our regular activities together with major projects such as our planned building refurbishment. These projections show the cash flow, surplus or deficit, and balance sheet during and after the lifespan of any such projects. They are based on key assumptions which are flexed covering different scenarios. The financial projections indicate that we would maintain sufficient liquidity under each scenario.

Having reviewed the output of this risk management process and identified the risks as explained above, the Trustees confirm that the major risks identified to which UCB is exposed have been assessed and procedures established to manage those risks, allowing them to be mitigated as far as reasonably possible.

Other information

Equal Opportunities and Learning & Development

Our policies support our strategy for an inclusive workplace, promoting equal employment opportunities, equal access to services, equal access for personal and professional development and career progression and promotion in compliance with the Equality Act 2010. These are reviewed annually and updated in accordance with changes to legislation, statutory provision and best practice. We confirm that all staff affected by these arrangements are made aware of them and that the operation and effectiveness of these arrangements is satisfactory. We are also accredited as a training centre with the Institute of Leadership and Management (ILM), with other training being provided as appropriate, including offering our UCB Kingdom Academy resources to staff and volunteers.

Political and charitable contributions

During the year £461k (2023: £540k) was contributed to other Christian charitable organisations.

Investments

UCB does not currently hold any significant investments. Details concerning the power to hold investments are contained in UCB's Articles of Association.

Related parties

UCB owns 100% of the issued share capital of UCB Media Limited, a dormant trading subsidiary company.

UCB owns 19.2% of the issued share capital of UCB International Limited, a corporate charitable body registered in New Zealand whose charitable objectives are consistent with ours.

Structure, Governance and Management

Constitution

United Christian Broadcasters Limited (UCB) is a company limited by guarantee governed by its Articles of Association as amended on 12 February 2020 and 26 January 2023.

Affiliates

UCB voluntarily provides informal support to a number of autonomous charitable Christian media organisations primarily located in Europe. These organisations are referred to as Affiliates. UCB facilitates the sharing of skill, resources and mutual prayer support.

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

- Their existing skills, experience, availability and knowledge of UCB.
- A periodic review of the current Board of Trustees, in particular identifying any shortfalls which could be met by potential candidates.
- The ability to demonstrate a real passion to contribute to fulfilling UCB's objectives.

Potential Trustees are put through an induction process that is carried out prior to appointment. As part of this induction a full package of background information is supplied to the candidate, a skill and experience audit is completed and assessed for compatibility with UCB's requirements, and the candidate attends at least one Trustees' meeting prior to appointment.

Trustees are appointed by Ordinary Resolution. Trustees can also be re-appointed following expiry of their fixed term of office of three years.

On appointment and each year thereafter, every Trustee is required to confirm in writing that he or she:

- Is willing to act as a trustee/director of UCB
- Is fully able to accept UCB's Statement of Faith and that there is no additional doctrine that they believe which would detract from or be inconsistent with this statement
- Will use their best endeavours to meet their obligations as a trustee/director of UCB
- Will promote the success of UCB
- Understand UCB's charitable objects, powers and rules set out in its Articles of Association
- Have declared any conflict of interest they or any related parties have, regardless of whether UCB has entered or proposes to enter into any such transactions
- Is willing to be DBS checked if required
- Is a "fit and proper" person as defined by HMRC, or if not has informed the Company Secretary. Note: this point also applies to Senior Management
- Is not automatically disqualified as a Trustee for any of the reasons listed in the Charities (Protection and Social Investment) Act 2016

Our Trustee training policy is to review the general balance of skills and experience at least once a year and provide training as required, either to individual Trustees or the Board as a whole. This is provided in-house or externally as appropriate.

Management

The day-to-day management of the charity is delegated to the Chief Executive Officer, working with an Executive team and other staff.

Remuneration

Each year UCB compares the remuneration of all staff, including the Executive team, with independently researched data including a detailed analysis of charity pay throughout a broad range of job roles, charity sizes, and geographical areas. In the intervening time between publication of this data and any changes to remuneration, an inflationary adjustment and a review of pay metrics published by such organisations as the Office for National Statistics are also taken into account. The current Living Wage is also considered when reviewing lower paid staff. After having taken these factors into account, it is UCB's aim that no person should receive more than the upper quartile of the

benchmarked remuneration relevant to their role depending on their skills and experience, or receive less than the lower quartile (or the Living Wage if higher).

Governance Code

The Charity Governance Code is periodically reviewed by the Trustees, and it is felt that no significant changes need to be made to UCB's governance, although this is regularly kept under review. The Trustees have an appropriate balance of skills and experience, underpinned by individual commitment to UCB's charitable aims.

Fundraising

With regard to UCB's approach to fundraising, UCB uses the following Fundraising Mission Statement:

'Fundraising is first and foremost a form of ministry. It is a way of announcing our vision and inviting other people into our mission.' (Henri J.M. Nouwen, 'A Spirituality of Fundraising')

Funds raised are the fruit of the community between God, UCB and our supporters. God's Word and prayer are at the heart of all our Fundraising activities, on air, online and in the post. We have the confidence and freedom in God to invite willing people to build a lasting relationship with us and invest in His work. Everything we have is from our generous God. Working in unity glorifies Him and achieves His purpose.

Our world needs hope like never before and to help reach more people, we ask for support on behalf of each person whose life has been impacted and will be impacted. We thank God for every gift and for every person whose life has been changed for good by the power of God's Word. In all our interactions, we seek to honour and respect our supporters. In our fundraising, we are accountable to God, to our supporters and to each other.

We commit to the following:

- Adherence to God's principles in asking for support (Exodus chapters 35-36, 1 Chronicles chapter 29, 2 Corinthians chapters 8-9)
- Adherence to governing and regulatory bodies, e.g. Charity Commission, OFCOM, Information Commissioner's Office, Chartered Institute of Fundraising Codes of Practice, Fundraising Regulator
- Updating our supporters on the impact of what has been achieved through their donations
- Offering a range of opportunities for people to invest in the work of UCB (e.g. prayer, financial, time, skills, knowledge)
- Maintaining accurate records of our donors' financial investment
- Being good stewards of donors' gifts and treat every donation as a gift from God

Additionally, UCB does not engage professional fundraisers or commercial participators. However, in the likelihood of this changing, UCB would ensure a contract is agreed in line with current law and regulations, detailing the work to be carried out on both sides and highlighting the legal requirement for the supplier to declare their remuneration.

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from CIoF continuous improvement professional development.

UCB has a process in place should we receive any fundraising complaints; we advise the complainant that UCB subscribes to the Fundraising Regulator and advises that if they are not satisfied with our handling of their complaint, to contact the Fundraising Regulator directly. UCB monitors and reports internally on fundraising complaints on a monthly basis and submits an annual return to the Fundraising Regulator. In 2024 we received 5 requests for removal from the mailing list via the Fundraising Preference Service and 2 of these were from the families of supporters who had died. This compares to 2023, when we received 9 complaints through the Fundraising Preference Service.

Whilst every complaint is of great concern to UCB and is taken seriously, we believe that this low level of complaints demonstrates the trust, confidence and satisfaction that individuals have with our fundraising activities.

It is never our intention to put members of the public - including vulnerable people - under undue pressure to give. We are committed to a sensitive, balanced fundraising approach; not unreasonable intrusion or undue pressure. We also have a policy and procedures to protect and safeguard vulnerable individuals who engage with our ministry, highlights of which include:

- If an adult with care and support needs gives or attempts to give a donation, UCB may advise them not to donate, refuse or return the donation
- If a vulnerable adult attempts to sign a friend up to UCB's mailing list, we may advise them to ask their friend to contact us, or refuse to process the request
- Guidance on how to recognise and respond to an allegation or suspicion of abuse
- An ethical policy which recognises that some donations should be refused for various reasons, for example if the donor is vulnerable

Trustees' responsibilities

The Trustees, who are also the Directors of United Christian Broadcasters Limited for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law, Statements of Recommended Practice and United Kingdom Generally Accepted Accounting Practice ("the law and regulations").

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice ("SORP");
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's financial transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. 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.

Disclosure of information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's Auditor in connection with preparing the audit report) of which the charity's Auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's Auditor is aware of this information.

Charity information

Registered name
United Christian Broadcasters Limited

Other names used
UCB, UCB 1, UCB 2, UCB Player, The UCB Word For Today, Word For You, The UCB Word for Today – Just for You, OneHope, UCB Prayerline, UCB Kingdom Academy

Registered charity number
299128

Registered company number
2182533 (registered in England and Wales)

Registered office
Hanchurch Christian Centre
Hanchurch Lane
Stoke-on-Trent ST4 8RY

Operations centre
Westport Road
Burslem
Stoke-on-Trent ST6 4JF

Trustees
Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:
A Scotland
D Stacey
E D Edwards
S McCrossan
N Elliott
H Yousaf (appointed 31 January 2024)

Senior staff
D L'Herroux (Chief Executive Officer)
M Oakes (Managing Director) (appointed 1 November 2024)
R Willoughby (Company Secretary)
D Taviner
A Macpherson
S Ferguson
I De Soyza
P Cummings (appointed 17 February 2025)

Bankers
HSBC UK Bank plc
Crown Bank
Hanley
Stoke-on-Trent
ST1 1DA

AIB Group (UK) plc t/a AIB (NI)
11-15 Donegall Square North
Belfast BT1 5GB

Allied Irish Banks plc
7/12 Dame Street
Dublin 2

Solicitors
Anthony Collins
134 Edmund Street
Birmingham B3 2ES

Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors
The auditors, Crowe U.K.LLP, who were appointed during the year, will be proposed for reappointment in accordance with section 385 of the companies Act 1985.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2024

The Trustees' report comprising Welcome, Strategic Report and Other information, was approved by the Trustees on 25 September 2025 and signed on their behalf by:



A Scotland
Chairman

Opinion

We have audited the financial statements of United Christian Broadcasters ('the charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in

accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were Ofcom requirements.

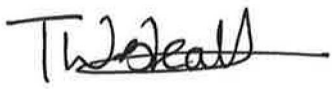
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 25 September 2025

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £ Unrestricted	2024 £ Restricted	2024 £ Total	*2023 £ Total*
INCOME FROM					
Activities to generate funds:					
Donations and legacies	**4**	**6,927,949**	**2,907,391**	**9,835,340**	*9,778,895*
Investments		**342,545**	**-**	**342,545**	*300,789*
Charitable activities	**5**	**84,071**	**-**	**84,071**	*69,411*
Total income		**7,354,565**	**2,907,391**	**10,261,956**	*10,149,095*
EXPENDITURE ON					
Raising funds	**6**	**(957,478)**	**-**	**(957,478)**	*(854,375)*
Net income available for charitable application		**6,397,087**	**2,907,391**	**9,304,478**	*9,294,720*
Charitable activities	**6**	**(5,654,663)**	**(2,974,738)**	**(8,629,401)**	*(7,744,266)*
Total expenditure		**(6,612,141)**	**(2,974,738)**	**(9,586,879)**	*(8,598,641)*
Net movement in funds		**742,424**	**(67,347)**	**675,077**	*1,550,454*
Total funds brought forward	**15**	**10,724,843**	**159,912**	**10,884,755**	*9,334,301*
Total funds carried forward	**15**	**11,467,267**	**92,565**	**11,559,832**	*10,884,755*

All income and expenditure derived from continuing activities. The notes on pages 24 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
REGISTERED COMPANY NUMBER: 02182533
BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed Assets					
Intangible assets	**10**		**598,600**		*176,963*
Tangible assets	**11**		**2,263,056**		*2,401,699*
Investments	**12**		**312**		*312*
			2,861,968		*2,578,974*
Current Assets					
Debtors: amounts falling due within one year	**13**	**543,920**		*482,280*	
Cash at bank and in hand		**9,026,287**		*8,647,467*	
		9,570,207		*9,129,747*	
Creditors: amounts falling due within one year	**14**	**(872,343)**		*(823,966)*	
Net Current Assets			**8,697,864**		*8,305,781*
Total Assets less Current Liabilities			**11,559,832**		*10,884,755*
Creditors: amounts falling due after more than one year			**-**		-
Net Assets			**11,559,832**		*10,884,755*
Funds of the charity					
Unrestricted funds:					
General reserve	**15**		**11,285,956**		*10,536,131*
Revaluation reserve	**15**		**181,311**		*188,712*
Restricted funds	**15**		**92,565**		*159,912*
			11,559,832		*10,884,755*

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 25 September 2025.



A Scotland



D Stacey

The notes on pages 24 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £	*2023 £*
Net cash provided by operating activities	21	**663,595**	*1,658,683*
Cash flows from investing activities			
Interest received		**342,546**	*300,789*
Purchase of property, plant, equipment and software		**(566,541)**	*(453,880)*
Net cash used in investing activities		**(223,995)**	*(153,091)*
Cash flows from financing activities:			
Payments under hire purchase agreements		**(60,780)**	*(60,780)*
Net cash used in financing activities		**(60,780)**	*(60,780)*
Change in cash and cash equivalents in the reporting period		**378,820**	*1,444,812*
Cash and cash equivalents at the beginning of the reporting period		**8,647,467**	*7,202,655*
Cash and cash equivalents at the end of the reporting period		**9,026,287**	*8,647,467*

The notes on pages 24 to 41 form part of the financial statements.

1. BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements have been prepared under historical cost convention. United Christian Broadcasters Limited meets the definition of a public benefit entity under FRS 102.

Under Section 405 of the Companies Act 2006, consolidated accounts have not been prepared as the inclusion of the dormant subsidiary, UCB International, is not material for the purpose of giving a true and fair view. Therefore these financial statements present information on the parent entity as an individual undertaking only. See note 12 for further information on this company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Legal Status of the Charity

United Christian Broadcasters Limited (UCB) was incorporated in the United Kingdom as a private company limited by guarantee (registered no. 02182533) on 23 October 1987 and has no share capital.

The liability of members in the event of winding up is limited to an amount not exceeding £1 per members; the number of members as at 31 December 2017 was three.

UCB is also registered as a charity with the Charity Commission (registered no. 299128).

(b) Registered and principle office

The registered office of UCB is Hanchurch Christian Centre, Hanchurch Lane, Stoke-on-Trent, ST4 8RY.

The principal office of UCB is Westport Road, Burslem, Stoke-on-Trent, ST6 4JF.

(c) Going concern

The Trustees have determined that there are no material uncertainties over the charitable company's ability to continue as a going concern. Financial projections including forecast monthly cash flow, surplus / (deficit) and balance sheet have been prepared for the period ended 31st December 2028 indicating that there will be adequate headroom of cash throughout the whole period. Accordingly, the Trustees believe it is appropriate to prepare the financial statements on the going concern basis.

(d) Fixed assets and depreciation

Depreciation is provided by the charity to write off the cost or valuation of tangible fixed assets over their estimated useful economic lives as follows:

Freehold buildings	-	2% per annum straight line
Plant and equipment	-	20% per annum straight line
Fixtures and fittings	-	8% per annum straight line
Motor vehicles	-	20% per annum straight line
IT equipment	-	25% per annum straight line

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)

The charity has a policy, capitalising fixed assets where expenditure on such assets is in excess of £1,000. The amounts capitalised are net of recoverable VAT.

No depreciation is charged on land.

(e) Investments

Since none of the investments held by the charitable company are quoted on a recognised stock exchange and the amounts concerned are not material, they are recorded at cost.

(f) Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gain or loss on translation is included in the Statement of Financial Activities.

(g) Income

Donation income is recognised on receipt of funds. Legacies are accounted for based on either on settlement of the estate, or on receipt of payment, whichever is the earlier. Where pecuniary legacies are of a size that is apparent they will be paid, these are recognised at the point of probate.

Other income is also accounted for on the accruals basis.

Income from government grants is recognised when there is entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Where entitlements occur before income is received, the income is accrued. Where income is received in advance of there being entitlement to the funds the income is deferred.

(h) Expenditure

Expenditure is accounted for on the accruals basis.

Fundraising and publicity costs include all direct costs, together with a proportion of appropriate overheads.

Charitable activities include the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on either an estimate of time or floor space basis, as appropriate. Ancillary expenditure relates to all directly attributable costs regarding One Hope.

Support costs comprise service costs which have been allocated to the cost categories disclosed in the Statement of Financial Activities on either an estimate time or floor space basis, as appropriate.

Governance costs comprise of constitutional and statutory requirements incurred in the general running of the charitable company.

Grants are recognised when a constructive obligation arises, resulting in the payment being committed to.

Employee terminations: A redundancy situation arises where the requirement for an employee to undertake work of a particular kind has ceased or diminished. One such redundancy occurred in the year.

(i) Pension costs

The charitable company contributes to a defined contribution pension scheme on behalf of its employees. The amount charged in the Statement of Financial Activities represents the contributions payable to the schemes in respect of the accounting period.

(j) Debtors

Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Funds

Unrestricted funds are funds that are available for use at the discretion of the Trustees in furtherance of the objects of the charitable company.

Restricted funds are amounts which have been earmarked by the donors for specific purposes.

(m) Financial instruments

United Christian Broadcasters Limited only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets comprise of cash, accrued income and trade debtors. Financial liabilities include trade creditors, accruals, hire purchase arrangements and bank loans.

(n) Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of intangible and tangible assets
The annual amortisation and depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 10 and 11 for the carrying amount of the intangible and tangible assets and notes 2(d) and 2(0) for the useful lives for each class of asset.

Legacies:
Receipt of a legacy, in whole or in part, is only considered probable on receipt of estate accounts for residuary legacies, or for pecuniary legacies, at the point of probate.

(o) Software

New software costing up to £1,000 is fully written off in the period incurred. New software costing over £1,000 is written off over a period of five years on a straight line basis due to the current rapid rate of the technological progress. Support and maintenance costs are recognised in the period to which they relate.

(p) Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

(q) Finance leases

Assets obtained under finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over their useful economic lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors. The finance leases held by the charitable company at the financial year end are for IT equipment.

(r) Grants

Grants are accrued by the charity to the extent that there is a constructive obligation in place and grantees have a reasonable expectation that the grant will be receivable at a future date.

(s) Taxation

The company is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

2. ACCOUNTING POLICIES (CONTINUED)

(t) VAT
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(u) Intangible assets and amortisation
Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

(v) Software under Development
Software which is being developed is shown as 'software under development'. No amortisation is charged on software whilst in the development phase.

(w) Cash and Cash Equivalents
Cash is represented by cash in hand, and any deposits held with financial institutions not requiring notice of more than 24 hours to withdraw funds. Cash equivalents are investments held in longer term notice accounts or held in fixed deposit accounts. These are convertible to amounts of cash with little risk to change in value.

3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2023
(Including an Income and Expenditure Account)

	Note	*2023* £ *Unrestricted*	*2023* £ *Restricted*	*2023* £ *Total*
INCOME FROM				
Activities to generate funds:				
Donations and legacies	**4**	*7,287,645*	*2,491,250*	*9,778,895*
Government grant income		*-*	*-*	*-*
Investments		*300,789*	*-*	*300,789*
Charitable activities	**5**	*69,411*	*-*	*69,411*
Total income		*7,657,845*	*2,491,250*	*10,149,095*
EXPENDITURE ON				
Raising funds	**6**	*(854,375)*	*-*	*(854,375)*
Net income available for charitable application		*6,803,470*	*2,491,250*	*9,294,720*
Charitable activities	**6**	*(5,009,949)*	*(2,734,317)*	*(7,744,266)*
Total expenditure		*5,864,324*	*2,734,317*	*8,598,641*
Net movement in funds		*1,793,521*	*(243,067)*	*1,550,454*
Total funds brought forward		*8,931,322*	*402,979*	*9,334,301*
Total funds carried forward	**17**	*10,724,843*	*159,912*	*10,884,755*

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted	Restricted	2024 Total	*2023 Total*
			£	*£*
Non-regular donations	**2,389,701**	**980,980**	**3,370,681**	*3,528,164*
Regular donations	**3,425,662**	**1,338,881**	**4,764,543**	*4,615,533*
Income tax repayments	**603,838**	**587,530**	**1,191,368**	*1,166,054*
Legacies	**508,748**	**-**	**508,748**	*469,344*
	6,927,949	**2,907,391**	**9,835,340**	*9,778,895*

5. INCOME FROM CHARITABLE ACTIVITIES

	2024	*2023*
	£	*£*
Video	**34,800**	*38,000*
Other services	**14,408**	*2,134*
One Hope	**13,338**	*13,167*
Kingdom Academy	**21,525**	*16,110*
	84,071	*69,411*

Total income of £10,261,956 was generated from the UK - £10,157,823 (*2023: £10,022,498*), Europe - £41,525 (*2023: £40,172*), Rest of the World - £62,608 (*2023: £*86,425).

6a. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Other Direct Costs	Support Costs	Depreciation	Total 2024	*Total 2023*
	£	£	£	£	£	*£*
Cost of generating funds						
Fundraising and publicity costs	**432,285**	**393,534**	**126,058**	**5,601**	**957,478**	*854,375*
Bank loan interest	**-**	**-**	**-**	**-**	**-**	*-*
Loan Hedging fees	**-**	**-**	**-**	**-**	**-**	*-*
	432,285	**393,534**	**126,058**	**5,601**	**957,478**	*854,375*
Charitable activities						
Broadcasting – UK and Europe:						
Radio	**1,349,586**	**2,163,057**	**115,318**	**79,099**	**3,707,060**	*3,380,722*
Video	**201,355**	**107,492**	**58,070**	**36,408**	**403,325**	*370,271*
Publications:						
Word for Today	**753,086**	**890,630**	**140,695**	**89,620**	**1,874,031**	*1,667,562*
One Hope	**98,515**	**31,068**	**13,526**	**2,801**	**145,910**	*126,409*
Other resources	**97,673**	**263,715**	**16,687**	**8,402**	**386,477**	*369,156*
Other digital delivery (non broadcasting)	**375,772**	**124,670**	**79,544**	**28,006**	**607,992**	*550,396*
Kingdom Academy	**152,072**	**84,131**	**11,663**	**5,601**	**253,467**	*154,262*
One Hope	**37,271**	**19,581**	**11,746**	**2,801**	**71,399**	*63,552*
Prayerline	**250,811**	**82,239**	**38,224**	**11,203**	**382,477**	*349,148*
Ancillary expenditure: One Hope	**-**	**1,389**	**-**	**-**	**1,389**	*2,549*
Charitable donations	**-**	**460,712**	**-**	**-**	**460,712**	*348,058*
Grants paid	**-**	**148,128**	**-**	**-**	**148,128**	*191,488*
Global broadcasting and publication support	**69,983**	**83,602**	**19,446**	**14,003**	**187,034**	*170,693*
Total charitable expenditure	**3,386,124**	**4,460,414**	**504,919**	**277,944**	**8,629,401**	*7,744,266*
Total Resources expenditure	**3,818,409**	**4,853,948**	**630,977**	**283,545**	**9,586,879**	*8,598,641*

6b. SUPPORT COSTS	Operational and Governance £	Finance £	Information Systems £	Total 2024 £	*Total 2023 £*
Cost of generating funds:					
Fundraising and publicity	**66,336**	**40,186**	**19,535**	**126,057**	*84,557*
Charitable activities					
Broadcasting – UK and Europe:					
Radio	**58,248**	**15,070**	**42,001**	**115,319**	*105,964*
Video	**31,502**	**7,033**	**19,535**	**58,070**	*52,437*
Publications:					
Word for Today	**67,717**	**25,117**	**47,861**	**140,695**	*129,882*
One Hope	**7,610**	**2,009**	**3,907**	**13,526**	*12,735*
Other resources	**8,817**	**2,009**	**5,861**	**16,687**	*15,044*
Other digital delivery (non-broadcasting)	**43,320**	**3,014**	**33,210**	**79,544**	*71,449*
Kingdom Academy	**6,751**	**1,005**	**3,907**	**11,663**	*9,938*
One Hope	**7,783**	**2,009**	**1,954**	**11,746**	*10,236*
Prayerline	**27,452**	**1,005**	**9,768**	**38,225**	*34,997*
Ancillary expenditure – One Hope	**-**	**-**	**-**	**-**	*-*
Global broadcasting and publication support	**9,622**	**2,009**	**7,814**	**19,445**	*15,803*
Total charitable expenditure	**335,158**	**100,466**	**195,353**	**630,977**	*543,042*

Included in the above are governance costs of £49,323 (*2023: £52,906*).

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

	2024 £	*2023 £*
UCB Africa	**10,166**	*-*
UCB Deutschland	**33,077**	*56,383*
MTU Raadio 7 UCB Meedia	**53,138**	*53,339*
UCB Switzerland	**35,208**	*64,417*
UCB Italia	**16,539**	*17,349*
	148,128	*191,488*

During the year the charitable company made grants to the above organisations for the furtherance of Word For Today publications and broadcasting activity.

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

	2024 £	*2023 £*
Net incoming resources are stated after charging:		
Auditor's remuneration - in respect of audit	**19,530**	*18,600*
Depreciation	**278,504**	*252,513*
Amortisation	**5,041**	*8,047*
Operating lease payments	**1,303,931**	*1,177,912*
Gain/(Loss) on exchange rate	**(7,014)**	*(3,499)*

9. STAFF NUMBERS AND COSTS

The average full-time equivalent number of persons employed by the charitable company during the year was as follows:

	2024 No.	*2023 No.*
Costs of generating funds	**9**	*10*
Direct charitable expenditure	**101**	*87*
	110	*97*

The average headcount of persons employed by the charitable company during the year was as follows:

	2024 No.	*2023 No.*
Costs of generating funds	**10**	*11*
Direct charitable expenditure	**107**	*101*
	117	*112*

The aggregate payroll costs of these persons were as follows:

	2024 £	*2023 £*
Salaries	**3,338,005**	*2,995,707*
Social security costs	**304,239**	*269,600*
Other pension costs	**176,165**	*158,236*
	3,818,409	*3,423,543*

9. STAFF NUMBERS AND COSTS (CONTINUED)

The number of employees earning in excess of £60,000 per annum are detailed below:

	2024 **No.**	*2023* *No.*
£60,001 to £70,000	2	4
£70,001 to £80,000	4	2
£90,001 to £100,000	1	1

Defined money purchase contributions payable with regard to the above totalled £30,493 *(2023: £27,921).*

Remuneration to Trustees amounting to £863 was made during the year (*2023: £350*). This was paid to 1 (2023: 1) Trustee for speaking at a UCB Foundation Day (2023: UCB Foundation Day)

Reimbursement of travel and accommodation expenses amounting to £10,354 was made during the year *(2023: £13,004)* to 5 Trustees *(2023: 5).*

Redundancy and settlement payments were made during the year totalling £nil to 0 individuals (*2023: £nil to 0 individual*). No amounts were outstanding at the year end.

The remuneration of the senior management team (including employer NI and pension contributions) was:

	2024 **£**	*2023* *£*
Senior management team remuneration	**632,213**	*600,970*

The senior management team consists of 6 members of staff in 2024 *(2023: 7)*, CEO, Managing Director, Company Secretary, IT and Technical Director, Operations Director, Communications Director and Kingdom Academy Director.

UCB provides the CEO with free accommodation on-site should it be required. The tax due on the benefit for the CEO was met through payroll.

10. INTANGIBLE FIXED ASSETS

	Software under Development	Computer Software	Total
	£	£	£
Cost/valuation			
At 1 January 2024	*814,681*	*-*	*814,681*
Additions	**20,304**	**406,374**	**426,678**
Disposals	**-**	**-**	**-**
Transfers	**(154,020)**	**154,020**	**-**
At 31 December 2024	**680,965**	**560,394**	**1,241,359**
Depreciation			
At 1 January 2024	*637,718*	*-*	*637,718*
Charge for year	**5,041**	**-**	**5,041**
Disposals	**-**	**-**	**-**
At 31 December 2024	**642,759**	**-**	**642,759**
Net book value			
At 31 December 2024	**38,206**	**560,394**	**598,600**
At 31 December 2023	*176,963*	*-*	*176,963*

11. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
Cost/valuation						
At 1 January 2024	*2,978,488*	*628,351*	*580,544*	*26,565*	*1,342,757*	*5,556,705*
Additions	**-**	**13,180**	**9,079**	**-**	**117,604**	**139,863**
Disposals	**-**	**(7,190)**	**(3,830)**	**-**	**(8,183)**	**(19,203)**
At 31 December 2024	**2,978,488**	**634,341**	**585,793**	**26,565**	**1,452,178**	**5,677,365**
Depreciation						
At 1 January 2024	*1,268,477*	*549,525*	*331,275*	*26,565*	*979,164*	*3,155,006*
Charge for year	**52,420**	**30,851**	**24,949**	**-**	**170,284**	**278,504**
Disposals	**-**	**(7,190)**	**(3,830)**	**-**	**(8,181)**	**(19,201)**
At 31 December 2024	**1,320,897**	**573,186**	**352,394**	**26,565**	**1,141,267**	**3,414,309**
Net book value						
At 31 December 2024	**1,657,591**	**61,155**	**233,399**	**-**	**310,911**	**2,263,056**
At 31 December 2023	*1,710,011*	*78,826*	*249,269*	*-*	*363,593*	*2,401,699*

Included in freehold land and buildings is land which cost £358,739 *(2023: £358,739)* which is not subject to depreciation.

The freehold land and buildings included in the financial statements at book value were professionally valued on 30 June 1999 by Louis Taylor, Chartered Surveyors, at £1,850,000 on an open market basis. All subsequent additions have been capitalised at cost.

The cost of freehold land and buildings, determined according to the historic cost accounting rules is as follows:

	2024 £	*2023 £*
Cost	**2,486,576**	*2,486,576*
Aggregate depreciation	**(1,132,179)**	*(1,087,159)*
Net book value	**1,354,397**	*1,399,417*

Assets held under hire purchase agreement are as follows:

	2024 £	*2023 £*
Cost	**719,650**	*719,650*
Aggregate depreciation	**(689,543)**	*(643,925)*
Net book value	**30,107**	*75,725*

12. INVESTMENTS

	2024	*2023*
	£	*£*
Shares in group companies	**312**	*312*

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 *(2023: £2)*. The company has the same registered office address as its parent charity.
- 960 NZ $1 ordinary shares in UCB International Limited, (*2023: 960*) being a 19.2% holding in the company which is registered in New Zealand (*2023: 19.2%*). The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2024 was NZ $794,909 (*2023: NZ $801,250)* and the net surplus was NZ $66,929 *(2023: NZ $107,120)*.
- Net assets at the year ended 31 March 2024 were NZ $304,689 *(2023: NZ $237,760).*
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

13. DEBTORS: Amounts falling due within one year

	2024	*2023*
	£	*£*
Trade debtors	**750**	*6,402*
Accrued income	**144,419**	*160,018*
Prepayments	**398,751**	*315,860*
	543,920	*482,280*

14. CREDITORS: Amounts falling due within one year

	2024	*2023*
	£	*£*
Hire purchase account	**-**	*60,780*
Trade creditors	**327,302**	*320,834*
Taxation and social security	**101,144**	*90,564*
Other creditors	**164,685**	*182,940*
Accruals	**279,212**	*168,848*
	872,343	*823,966*

15. RESERVES

	At 1 January 2024	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**At 31 December 2024**
	£	**£**	**£**	**£**	**£**
Movement in Reserves					
Restricted Reserves	*159,912*	**2,907,391**	**(2,974,738)**	**-**	**92,565**
Revaluation Reserve	*188,712*	**-**	**-**	**(7,401)**	**181,311**
General Reserve	*10,536,131*	**7,354,564**	**(6,612,140)**	**7,401**	**11,285,956**
Total Reserves	*10,884,755*	**10,261,955**	**(9,586,878)**	**-**	**11,559,832**

	At 1 January 2024	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**At 31 December 2024**
	£	**£**	**£**	**£**	**£**
Restricted Reserves					
Broadcasting costs (Radio)	*36,892*	**2,706,575**	**(2,705,927)**	**-**	**37,540**
Word for Today	-	**11,004**	**(11,004)**	**-**	**-**
Charitable donations	*37,565*	**52,294**	**(34,834)**	**-**	**55,025**
Prayerline	*85,455*	**137,518**	**(222,973)**	**-**	**-**
Total Restricted Reserves	**159,912**	**2,907,391**	**(2,974,738)**	**-**	**92,565**

15. RESERVES (CONTINUED)

	At 1 January 2023	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**At 31 December 2023**
	£	**£**	**£**	**£**	**£**
Movement in Reserves					
Restricted Reserves	*402,979*	**2,491,250**	**(2,734,317)**	**-**	**159,912**
Revaluation Reserve	*196,113*	**-**	**-**	**(7,401)**	**188,712**
General Reserve	*8,735,209*	**7,657,845**	**(5,864,324)**	**7,401**	**10,536,131**
Total Reserves	*9,334,301*	**10,149,095**	**(8,598,641)**	**-**	**10,884,755**

	At 31 December 2023	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**At 31 December 2023**
	£	**£**	**£**	**£**	**£**
Restricted Reserves					
Youth App	-	**8,813**	**(8,813)**	**-**	**-**
Broadcasting costs (Radio)	*92,350*	**2,257,653**	**(2,313,111)**	**-**	**36,892**
Word for Today	-	**18,234**	**(18,234)**	**-**	**-**
Charitable donations	*3,403*	**36,050**	**(1,888)**	**-**	**37,565**
Prayerline	*307,226*	**170,500**	**(392,271)**	**-**	**85,455**
Total Restricted Reserves	*402,979*	**2,491,250**	**(2,734,317)**	**-**	**159,912**

The general reserve represents the working capital of the charity. The revaluation reserve was the surplus recognised on the revaluation of the freehold land and buildings; the excess depreciation over the amount calculated on the historic cost is transferred to the general reserve each year.

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £2,907,391 (*2023: £2,491,250*).

Youth App: Funds totalling £nil (2023: £8,813) were received for development of the App and were fully expended during the year.

Broadcasting costs (Radio): Balance of funds of £37,540 earmarked for radio costs (*2023: £36,892*).

Word for Today: Funds totalling £11,004 restricted towards Word for Today costs, were received in the year (*2022: £18,234*).

Charitable donations received totalled £52,294 (*2023: £36,050*). Donation payments are scheduled to be made to the respective organisations during 2024.

Prayerline: Funds totalling £137,518 (*2023: £170,500)* were received to be spent on Prayerline running costs, including Prayerline Officer, consultancy and a new call management system.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2024 Unrestricted Funds £	2024 Restricted Funds £	2024 Total Funds £
Fixed assets	**2,861,968**	**-**	**2,861,968**
Current assets	**9,477,642**	**92,565**	**9,570,207**
Current liabilities	**(872,343)**	**-**	**(872,343)**
	11,467,267	**92,565**	**11,559,832**

	2023 Unrestricted Funds £	*2023 Restricted Funds £*	*2023 Total Funds £*
Fixed assets	*2,578,974*	*-*	*2,578,974*
Current assets	*8,969,835*	*159,912*	*9,129,747*
Current liabilities	*(823,966)*	*-*	*(823,966)*
	10,724,843	***159,912***	***10,884,755***

17. PENSION COSTS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £176,164 *(2023: £*158,236*).* Contributions totalling £29,680 *(2023: £nil)* were payable to the fund at the year end and are included in other creditors.

18. RELATED PARTY TRANSACTIONS

During the year the charitable company had transactions with the following related parties:

UCB International
There were £253,961 donation payments transactions (*2023:* £263,537) with UCB International Limited, a company in which it owns 19.2% (*2023: 19.2%*) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Affiliates
The charitable company acts as an informal European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other autonomous Christian broadcasters and publishers primarily throughout Europe.

The charitable company owns the building occupied by UCB Ireland and the following Trustees and officer of the charitable company are Members of UCB Ireland: A Scotland and D Stacey.

UCB Ireland also received the following financial support:

	2024	*2023*
	£	*£*
Salary, social security and other pension costs of Station Manager employed by UCB	**-**	*4,483*
Office rent charged at less than market value	**4,216**	*4,186*
	4,216	*8,669*

During the year, rent of €5,000 (*2023: €5,000*) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

David L'Herroux in on the board of UCB France. Invoices totalling £40,066 (*2023: £45,178)* were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement. Amounts were outstanding at the year end and included in creditors of £3,145 (2023: £Nil).

A donation of £nil (2023: £8,764) was made to UCB France to assist with its cash flow. David L'Herroux is on the board of UCB France.

Amounts totalling £350 (2023: £850) were paid to New Testament Church of God for exhibition fees and advertising. E David Edwards, a Trustee of UCB, is a Director of this organisation.

Amounts totalling £863 (2023: nil) were paid to Helen Yousaf for services provided to the charity in respect of leading worship and associated services. Full disclosure was made to the UCB Board of Trustees prior to entering into this agreement.

Donations by Trustees totalled £3,860 (*2023: £980*) during the financial year.

19. CAPITAL COMMITMENTS

There were capital commitments at 31 December 2024 of £16,243 contracted for but not provided for in the financial statements (*2023: £36,255*). This relates to an order for Business Central billing retention (£4,493) and a Siemens final payment for IT hardware (£11,750).

20. OTHER OPERATING COMMITMENTS

At the year end, the charitable company had total future minimum lease payments under non-cancellable operating leases as follows:

	2024	*2023*
	£	*£*
Expire less than one year	**1,354,002**	*1,248,827*
Expire between two and five years	**4,103,890**	*3,776,834*
More than five years	**495,568**	*503,954*
	5,953,460	*5,529,615*

21. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	*2023*
	£	*£*
Net income for the year	**675,077**	*1,550,454*
Adjustments for:		
Depreciation charges	**278,504**	*252,513*
Amortisation charges	**5,041**	*8,047*
Interest received	**(342,545)**	*(300,789)*
(Increase)/decrease in debtors	**(61,640)**	*98,147*
Increase/(decrease) in creditors	**109,157**	*50,311*
Net cash provided by operating activities	**663,595**	*1,658,683*

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2024	Cash Flows	At 31 December 2024
	£	£	£
Cash at bank and in hand	*8,647,467*	**378,820**	**9,026,287**
Debt due within one year	*(60,780)*	**60,780**	**-**
Debt due after one year	-	**-**	**-**
	8,586,687	**439,600**	**9,026,287**

The debt due within one year and after one year relates to hire purchase finance agreements.

	At 1 January 2023	Cash Flows	At 31 December 2023
	£	£	£
Cash at bank and in hand	7,202,655	1,444,812	8,647,467
Debt due within one year	(60,780)	-	(60,780)
Debt due after one year	(60,780)	60,780	-
	7,081,095	1,505,592	8,586,687

23. POST BALANCE SHEET EVENTS

The charitable company issued a Letter of Intent on the 5th August 2025, to Bowmer & Kirkland Property Services, for the amount of £3.99m (excluding VAT), to enter contract to undertake a full refurbishment of the Burslem Operations site. The agreement was signed by Bowmer & Kirkland Property Services on 12th August 2025.

UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales - Charity number 299128

Accounts

Company Number: 02182533
Registered Charity Number: 299128

UNITED CHRISTIAN BROADCASTERS LIMITED

(Limited by Guarantee)

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2023

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2023

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UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2023

Welcome

Who we are
United Christian Broadcasters ('UCB') is a non-denominational Christian media charity.

Our vision and our benefit to the public
Our vision statement is *changing lives for good by the power of God's Word.* The public benefit we deliver is centred on this vision, and is available to both Christians and non-Christians in a wide variety of accessible and user-friendly formats. We are passionate about seeing lives changed for good in spiritual and practical ways which reflect and demonstrate the Christian faith. These are the benefits that arise out of our charitable objectives.

The comments given throughout this report have been received from the public during the year in response to these benefits.

We confirm that we have complied with our duty in section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

"Over the many years I've been listening to UCB radio, I've often been housebound and isolated. UCB has brought a collection of friendly voices, and most importantly Jesus, into my loneliness. I love how it's always there for me whenever I need someone to remind me of the hope I have in Jesus, even if that's the middle of the night. I want to be part of making sure that everyone who needs UCB radio, the Word For Today, and Prayerline can carry on being blessed by it the way I have. A huge thank you to all the presenters, and the team behind the scenes, for everything you do to make this possible"

Charitable objectives
Our charitable objectives are, for the public benefit in the United Kingdom or overseas:

- The advancement of the Christian religion
- The advancement of religious or other education
- The relief of the aged, poor, sick or disabled

Key areas of activity
We further our charitable objectives by operating in the following key areas:

- Radio, News, Podcasts and Video (via DAB digital radio, live stream services, the UCB Player App and podcast providers)
- Publication and distribution of Christian resources across a range of print and electronic media
- Delivery of the Christian message through other digital channels, e.g. social media
- Providing OneHope resources for young people
- Offering a Prayerline service providing excellent quality national prayer support
- Development of the UCB Kingdom Academy to equip the Church for growth in the digital age
- Making charitable donations and grants to partner organisations supporting similar activities throughout the world

"I was imprisoned four years ago. It was the first time I had ever had any interaction with the law and I was devastated. The prison chaplain gave me a little book - the UCB Word For Today. It was a ray of light, giving me a life raft when I was drowning and lost. Your work has made my time in prison a positive experience. I have no fear of reoffending or going back inside as I have a rock in my life now, an anchor and He is always there for me. You have helped to give me purpose and hope, and for that I am extremely grateful"

Our objectives and activities reflect the Great Commission of Jesus Christ (Matthew chapter 28 verses 18-19) in the areas of prayer, evangelism, discipleship and mission. Our mission is to offer every person in every place every moment of the day, the opportunity to hear, watch or read the Word of God in a relevant and engaging way.

Strategic report

Review of the year, aims, achievements and performance

"Consecrate yourselves, for tomorrow the LORD will do amazing things among you." Joshua 3:5.

"If two of you agree on earth concerning anything that they ask, it will be done for them by My Father in heaven. For where two or three are gathered together in My name, I am there in the midst of them." Matthew 18:19-20

We begin by expressing gratitude for God's kindness throughout the past year, acknowledging His continuous and remarkable faithfulness towards UCB. We indeed celebrate the countless individuals impacted by the transformative power of God's Word through UCB 1 and UCB 2, as well as those who have benefitted from reading 'Word for Today'.

Additionally, let us remember the multitude of individuals who have received prayer and joined in prayer through Prayerline. Lives continue to be changed for good through the power of God's word!

David L'Herroux, UCB Chief Executive

"UCB is an absolute lifeline for me. I simply couldn't live without the support and inspiration I get from listening to UCB1 every day. I went through a period of ill health and I thought I couldn't carry on. God called me to listen to UCB for the ongoing support I needed and I'm ever thankful for His prompt today"

UCB also expresses thankfulness to our supporters, leaders, and staff for their hard work and effort in the last year. With confidence, we move forward, inspired by every accomplishment in 2023, dedicated to our impactful mission ahead. Here are some of many highlights: -

Launch of UCB Kingdom Academy – We celebrate inaugurating the Academy, offering training in Media, Ministry, Mission, Management and Music.

'Just for You' – The evangelistic Word for Today edition has over 100,000 copies distributed.

The Village of Hope – With over a day of airtime and full UCB support, over £30,000 raised significantly transformed children's lives in Romania. A tribute to founders Bob & Debby Gass.

'Foundation on the Road' – Taking the UCB Stoke-based event on the road for the first time was a successful initiative to broaden our support network.

Broadcasting – The team excelled with creative radio output, new presenters, shows, and podcasts. They enhanced listener interaction through WhatsApp, recorded more TV shows, produced new jingles, and launched UCB News emails, showcasing commitment to excellence and innovation in our upgraded studios!

2024 promises significant progress as we complete high priority projects and prepare for an unprecedented move of God. Our commitments for the year include:

- Implementing our integrated data project, covering CRM, HR, Finance, and Marketing systems
- Unveiling a new UCB website with enriched content for enhanced engagement
- Evolving broadcasting content on all platforms to further enhance listener engagement
- Launching an exciting app for young people with daily Bible inspiration

"UCB radio and UCB Prayerline has been a constant support for me for nearly 30 years. I became a Christian partly through the positive long-term influence of the UCB Word For Today readings. In crisis, in uncertainty, and in thanksgiving for myself and others, the Prayerline has been a reliable way for me to know God has heard and is involved. I have had many answers to those prayers and I'm really grateful"

- Building on our achievement of Investors in People Gold accreditation
- Starting the journey to redevelop our Burslem site as we look to transition our teams to one location and eventually repurpose Hanchurch to become the Kingdom Academy site

Our strategic focus remains on:

- Deepening our understanding and expanding audiences across various platforms
- Enhancing synergy across departments, fostering collaboration between social media and radio
- Growing and engaging our audience and partners through digital and printed resource optimisation
- Exploring and developing new income streams for sustained impact

The Trustees are of the opinion that UCB is able to continue as a going concern for the foreseeable future. This opinion has been reached after having reviewed the organisation's financial forecasts covering a period of several years and a range of scenarios, including the foreseeable economic climate.

Broadcasting and podcasting

We continue to focus on the quality and broad appeal of our broadcasts and podcasts, centred on the Christian faith.

Radio: UCB1 and UCB 2

Broadcasting nationally on DAB digital radio (on DAB+ in stereo) and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player App, live radio streaming services, internet radio and voice-activated smart speakers.

Video

Video content from UCB can be seen on the UCB Player App, on the UCB YouTube channel and on UCB social media.

What we aimed to do in 2023

- Introduce more listener voices on air
- Introduce more testimonies on air
- Introduce more content on the UCB Player App

Achievements and performance in 2023

- Introduced audio voice recordings from listeners (via new WhatsApp service)
- Introduced new testimony features on UCB1 and UCB2 (via new Testimonies Producer role)
- Introduced a new daily devotional, new podcasts and new videos on the UCB Player App

"UCB is my lifeline, a source of hope and encouragement in difficult times. After a head injury I found myself unable to do anything, unable to move about, go anywhere or focus on anything. Days turned into weeks and there seemed to be no end in sight. All I could do was listen to UCB radio. Having UCB was my only contact with the outside world and it lifted my spirits to keep hoping and believing for healing and restoration"

What we aim to do in 2024

- Introduce new platforms for radio listening (to reach more people)
- Introduce new video resources (to provide access to a greater range of Bible-based content)
- Introduce live weekend radio output (to better reflect current events)

Publications

The UCB Word For Today is our daily Bible devotional. During 2023, we published some limited and themed editions of the UCB Word for Today; one to mark the Coronation of King Charles and 'taster' digital editions which are hosted on the YouVersion Bible app.

Our resources are distributed free of charge, with the aim of helping Christians to grow in their faith. They are also great resources to pass on to people who do not have a faith. We are always looking for ways to create new content and distribute on new platforms, so that we can reach as many people as possible with the life-changing Word of God.

UCB Word For Today

UCB's daily devotional is available as a printed resource, as well as via email and online at www.ucb.co.uk/read. An audio version is played on our national DAB radio station UCB 2 and also hosted on the UCB Player app. The Word for You (youth version) was discontinued in 2023 to make room for a new digital resource (for young adults) which will be launched in 2024.

OneHope
www.ucb.co.uk/onehope

UCB continues to have a strategic alliance with OneHope, a dynamic international ministry helping to change the lives of young people globally. OneHope works in hundreds of countries around the world, reaching children of all ages with Biblical print and digital resources.

"I started reading the UCB Word for Today back in 2016, and ultimately it helped me give my life to Jesus in 2017 although my husband remained unsaved. Both the UCB Word For Today and UCB radio have been such a support to me since then, and the Lord has been putting it on my heart for a while to start giving back to UCB so that others can hear the good news of Jesus. I'm also extremely happy to report that after several years of patiently praying and believing that God would answer the deepest desire of my heart, my husband also gave his life to Jesus. Hallelujah! Now we can both enjoy listening to UCB and reading the UCB Word For Today together"

We partner with OneHope to produce and distribute Bible-based booklets designed for children. We distribute these primarily through the Bag of Hope, which is a free bag (100% recyclable, made of sugar cane) which contains a Bible-based booklet and a leaflet about UCB's resources. In 2023 we distributed over 50,000 bags to churches and individuals, used primarily as a resource for 'light parties' and to give to Trick or Treaters at Halloween

What we aimed to do in 2023

- Improve our effectiveness through Direct Mail communication to our supporters
- Continue to develop themed editions of the UCB Word For Today, for example a Coronation Edition in May 2023
- Develop a 3-year strategy for the 'UCB Word for Today – Just for You', a new resource based on the UCB Word for Today

Achievements and performance in 2023

- Produced a Coronation edition of the UCB Word For Today in May 2023. Copies distributed across the UK as well as to individual members of the Royal household.
- Reviewed the design and layout of our Direct Mail including making text simpler to read and response forms easier to navigate and complete
- 52,000 copies of Word for Today – Just for You distributed

What we aim to do in 2024

- Update Just for You (in line with supporter feedback) and reprint
- Create 4 new UCB Word For Today reading plans to be hosted on the YouVersion app
- Streamline Word for Today email lists

Other digital delivery (non-broadcasting)
UCB's mission is to reach every person in every place at every moment of the day with the life-changing Word of God and so we're always looking for new ways to reach people, whether that's through digital platforms (Facebook/Twitter/Instagram etc), the UCB Player App, our website or print publications.

What we aimed to do in 2023

- Launch our new website
- Undertaken a review of Social Media and how we utilise it, including a review of how we use platforms such as Instagram and TikTok
- Monitor and evaluate our email strategy and the performance of the software we are using

Achievements and performance in 2023

- Review of UCB's Social Media undertaken, with team undergoing social media training
- Website launch moved to 2024 to align better with launch of new CRM system
- Email strategy evaluated with the introduction of two new email mailing lists (UCB News and podcast specific lists)

What we aim to do in 2024

- Launch new website
- Undertake an audit of all our digital marketing, including website, email and social media
- Work closely with Broadcasting department on introduction of new studio cameras to create social media content

OneHope
UCB.CO.UK/onehope

UCB continues to have a strategic alliance with OneHope, a dynamic international ministry helping to change the lives of young people globally. OneHope works in hundreds of countries around the world, reaching children of all ages with Biblical print and digital resources. UCB's OneHope partnership, which includes our annual 'Bag of Hope' initiative reaching thousands of young people and their families in the UK, is strengthened by OneHope digital resources and publications.

"I felt an answer to prayer after using Prayerline and also having a prayer request on UCB radio answered. I sensed renewed strength and spirit which I have not experienced in quick succession before"

What we aimed to do in 2023

- Develop a new youth resource App with input and help from OneHope as needed.
- Continue with the Bag of Hope project

Achievements and performance in 2023

- App development company appointed and work began on a new digital resource for 11-13 year olds
- 50,000 Bags of Hope distributed across the UK
- Deepening of relationship between UCB and OneHope, due to working together on new digital resource

What we aim to do in 2024

- Launch new digital youth resource
- Reprint Books and Bags of Hope
- Work with OneHope on producing digital content

Prayerline
UCB.CO.UK/pray, 01782 36 3000

Our Prayerline gives people the opportunity to receive prayer support by telephone, or to submit prayer requests via the UCB website or by post. Our trained call-taker volunteers are able to listen and pray with callers, seeking to encourage them with God's Word. The call service is resourced by home based volunteers, and a separate group who focus on prayers received via the web, and a third that focuses on prayers received by post.

What we aimed to do in 2023

- Implement the strategic review recommendations for the first 6 months to one year including:

- Organising the home-based volunteers in remote hub groups, each group with a volunteer leader
- Reviewing the weekly communication to volunteers in conjunction with our Communication function
- Working with the Training function to develop training for our volunteers

Achievements and performance in 2023

- Seven regional volunteer groups (known as Geo-Hubs) were launched
- A revised format of a now fortnightly e-updates are now sent to our volunteers. Four recently recruited system monitors engage more regularly with call-takers during shifts
- Monthly training workshops are held, with topics suggested by the volunteers

What we aim to do in 2024

- Continue to launch Geo-Hubs across the regions; we are aiming for a further seven this year.
- We plan to undertake a concerted recruitment campaign of volunteers.
- We aim to share the prayer ministry model with others, such as churches, so that other Prayerlines can be set up.

"I am a mum/carer who has three children with complex needs. Church is too tricky for them and I miss it. UCB has been my lifeline, kept me focused on what's important trusting in God and showing my children their Father in heaven who loves them. Being able to turn the radio on and hear God's word in the middle of the night when I should be in bed but am needed by my children brings such peace. Thank you. And thank you Jesus for being my rock and strength"

UCB Kingdom Academy

A key element within our Strategic Plan is to focus on 'building for growth' in preparation for the promise of an unprecedented move of God. We aim to build on lessons learned from the UCB Academy (which began in 2012 on a small scale) and establish an international 'Kingdom-Academy' designed to uniquely and practically equip the Church for growth in a 21st century digital age incorporating a unique blend of five 'pillars'. UCB will lead the training on the first pillar of Media and work in close partnership with specialists to deliver the other four pillars: Ministry, Mission, Management and Music (i.e. worship).

What we aimed to do in 2023

- Develop a Kingdom Academy implementation plan
- Carry out a series of pilot programmes under newly established covenant relationships with like-minded ministries
- Transfer UCB's current training and development function to the Kingdom Academy

Achievements and performance in 2023

- The Kingdom Academy developed the framework and implementation plan for a dynamic year-long media training course – introducing media theory together with practice elements and biblical foundation sessions throughout the year. Our first year Pilot Programme was received well by students and our media and ministry partners and contributors.
- The Pilot Programme focused on two of the five 'pillar' modules: media and music (worship).
  a) The year-long media training course incorporated study placements with UCB's broadcasting and communication teams plus individual training sessions with media industry professionals covering: story-telling, interview techniques, Broadcasting compliance and Ofcom. As an accredited provider with the Institute of Leadership and Management (ILM), UCB also delivered sessions on practical management. Students had the unique opportunity to spend time with prominent ministry speakers at UCB's Foundation Leaders' Days.
  b) The music (worship) module was developed in partnership with Visible Music College and together we delivered four worship training weekends and a music summer school for

"I learnt so many useful things. Everyone was lovely - the fellowship was great. I felt better connected to God through the worship"

worship leaders, musicians and vocalists. These opportunities gave a rich learning experience focusing on music skills, theory, band training and worship leading.

- The successful transition of UCB's Head of Training and Development into the newly-formed Kingdom Academy team, has seen the delivery of 7,781 hours of training and development of UCB staff and volunteers covering a range of 82 different training topics over 2023.

What we aim to do in 2024

The Kingdom Academy remains focused on sharing UCB's wealth of media knowledge with existing and new partnerships – so together, we can share our collective knowledge with the wider-church in this 'media world revolution'.

- Aim to conduct a Feasibility Study into incorporating Visible Music College's relevant training modules and course content into UCB's media training course – thereby enhancing the Kingdom Academy's 5M 'pillars'
- Host a joint training and development event with a new partner organisation: Christians in Media (CiM)
- Continue to develop the media training course content in a) creating inspiring radio programmes, b) interview techniques and media law, c) digital content creation, d) management and leadership and e) Biblical and theological foundations.
- In relation to two key UCB projects, the Kingdom Academy will develop plans a) to accommodate training during refurbishment of the Burslem building, and b) to align and manage key training requirements linked to UCB's Integrated Data Project.

Grants paid

During the year we invested in making grants available to 4 organisations (2022: 4 organisations) with similar charitable aims to UCB, for the furtherance of Christian media activity.

Global broadcasting & publication support

We provide practical and financial assistance to other Christian broadcasters and publishers throughout the world. Our grant making policy is to provide grants for the development of UCB Word For Today publications and broadcasting activity, consistent with our charitable objectives.

"I was devastated after losing my husband to cancer after being married over 40 years. During this time, I discovered UCB and listened first thing in the morning and the last thing at night. Your sharing of God's Word helped me survive. Thank you"

What we aimed to do in 2023

- Continue developing the European network of Affiliates, and associated organisations who are already established but not branded UCB
- Develop virtual and in person conferences
- Working with UCB International, foster relationships with other organisations who are interested in the UCB Word For Today on print and digital platforms

Achievements and performance in 2023

- Continued to developed our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe
- Encouraged non self-sufficient Affiliates to become self-sufficient

What we aim to do in 2024

- Continue developing the European network of Affiliates, and associated organisations who are already established but not branded UCB
- Continue to encourage non self-sufficient Affiliates to become self-sufficient
- Embrace new technology, e.g. Artificial Intelligence

Capital expenditure
Longer term planned capital expenditure includes:

- Implementation of a new enterprise system enabling data to be integrated across the organisation
- Refurbishment of our Burslem site
- Updating our Hanchurch Broadcast Centre to facilitate the UCB Academy's increased training activity

Volunteers and gifts-in-kind

Our Prayerline is resourced by 184 (123 phone, 26 email, 35 postal) trained volunteers supported by a small team of paid staff. Without volunteer help this vital ministry would simply not be possible. During 2023 this equated to 12,797 hours volunteered.

UCB also benefits from the help of approximately 8,000 active church advocates throughout the country. While it is not possible to accurately quantify the hours worked, these volunteers provide an essential connection between UCB and its supporters and beneficiaries at a grass roots level. We also benefit from a pool of casual volunteers who support the ministry in a variety of ways.

There were no major gifts in kind during the year, although UCB aims to achieve synergy in effective partnerships with other organisations.

Financial review

The following information has been summarised from our Statement of Financial Activities:

	2023 £000
Income	
Donations: non-regular	3,528
Donations: regular	4,616
Gift Aid tax claimed	1,166
Legacies	469
Income from charitable activities	69
Income from investments	301
	10,149
Expenditure	
Raising funds:	
Fundraising & publicity	854
Charitable activities:	
Broadcasting	3,752
Publications	2,164
Other digital delivery (non-broadcasting)	550
OneHope	66
Kingdom Academy	154
Prayerline	349
Charitable donations	348
Grants paid	191
Global broadcasting and publication support	171
	8,599
Surplus for the year	1,550

"I have been struggling spiritually for a number of years, not understanding that God could really love me, feeling completely unworthy. Receiving 'UCB Word For Today - Just For You' has been such a blessing to me, and is helping me to re-connect with God. Thank you"

Comments

We continue to adapt and develop the methods by which we deliver our charitable aims, actively evaluating our structure and working practices. Although the exceptionally high inflation of recent months has reduced, this has left us with significantly higher fixed overheads which we are contractually committed to, for instance the cost of DAB radio broadcasting. Staff costs have also risen significantly. Thankfully our energy costs which had temporarily increased by up to 6 times the original cost have reduced, however the cost is still double what it was not so long ago. We have always freely given a message of Christian hope and this continues to be particularly well received by people from all walks of life in these continued times of uncertainty.

With the economy and world political tensions still seen as significant risks, it remains impossible to accurately forecast over the longer term. However, our priority remains to manage our income and expenditure in a way which enables us to meet demand for our services as effectively as possible and explore new opportunities, while also maintaining a level of free reserves consistent with our strategy.

Reserves policy
Unrestricted funds (including a revaluation reserve of £189k) amounted to £10,725k. After deducting a total of £2,579k invested in fixed assets, free reserves amount to £8,171k or 11.4 months' expenditure (2022: £6,546k or 9.6 months' expenditure).

The Trustees have determined that the free reserves required to enable continuity of operations should not fall below 3 months' expenditure, approximately £2,150k (2022: £2,041k). The Trustees also take into account the following factors:

- Significant capital expenditure currently at the early stages of implementation or under active consideration: enterprise systems and building refurbishment ensuring that UCB remains fit for purpose in the future. This justifies currently holding higher free reserves in advance of such expenditure. For example, in February 2024 an agreement was entered into for the supply of a new enterprise system at a cost of £579,000 with optional further costs of £71,000.
- Assessment of the level of reserves required to compensate for the risks that UCB faces, particularly inflation over the longer term
- The nature and amount of restricted funds held, particularly when they are due to be spent within the next 12 months and relate to operational costs which would otherwise be paid for out of free reserves. This would justify holding lower free reserves while the restricted funds are spent

Our overall aim remains to maintain an appropriate level of reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against an assessment of our risks and committing to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

Summary of reserves

	2023 £000
Unrestricted funds:	
General reserve: undesignated	**10,536**
Revaluation reserve	**189**
Restricted funds:	
Broadcasting costs (Radio)	**37**
Charitable donations	**38**
Prayerline	**85**
	10,885

"The last few years have been the darkest of my life, after the loss of a child. God has used UCB to rebuild and strengthen my faith and I listen when I am at work or doing jobs around the house. More often than not, soon after asking Google to play UCB2, I will feel right in God's presence. Thank you for what you do. God bless you"

The likely timing of the expenditure of restricted funds is as follows:

Broadcasting costs (Radio)
Funds received to be spent on News and Current Affairs over the next year

Charitable donations
Charitable donations scheduled to be made to the respective recipients over the next year

Prayerline
Funds received to be spent on Prayerline running costs over the next year

Risk management including principal risks and uncertainties

Risks and the methods of controlling those risks are categorised into four areas which have been adapted from the Balanced Scorecard* model to more closely match UCB's charitable requirements:

Area	Balanced Scorecard equivalent
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

** Balanced Scorecard: An approach to strategic management which provides a clear prescription as to what organisations should measure in order to 'balance' a purely financial perspective.*

Risks are assessed for likelihood and severity, prioritised, and an evaluation made of what action needs to be taken in relation to the higher priority risks. This process is carried out annually or more frequently as required, with actions defined for each item as appropriate.

The major financial risk we face continues to be the economic environment, coupled with global political tension. Our income remains difficult to accurately predict and many of our costs are linked to high rates of inflation. The worst case scenario would be a sustained drop in the purchasing power of our income, coupled with limited opportunities to reduce the cost of significant contracted expenditure underpinning our broadcasting and publishing activities. This would force us to re-evaluate our activities, potentially letting thousands of listeners and readers down at precisely the same time that the need for our services has never been greater.

Having reviewed the output of this risk management process and identified the risks as explained above, the Trustees confirm that the major risks identified to which UCB is exposed have been assessed and procedures established to manage those risks, allowing them to be mitigated as far as reasonably possible.

Other information

Equal Opportunities and Learning & Development

Our policies support our strategy for an inclusive workplace, promoting equal employment opportunities, equal access to services, equal access for personal and professional development and career progression and promotion in compliance with the Equality Act 2010. These are reviewed annually and updated in accordance with changes to legislation, statutory provision and best practice. We confirm that all staff affected by these arrangements are made aware of them and that the operation and effectiveness of these arrangements is satisfactory. We are also accredited as a training centre with the Institute of Leadership and Management (ILM), with other training being provided as appropriate, including offering our UCB Kingdom Academy resources to staff and volunteers.

Political and charitable contributions

During the year £540k (2022: £830k) was contributed to other Christian charitable organisations.

Investments

UCB does not currently hold any significant investments. Details concerning the power to hold investments are contained in UCB's Articles of Association.

Related parties

UCB owns 100% of the issued share capital of UCB Media Limited, a dormant trading subsidiary company.

UCB owns 19.2% of the issued share capital of UCB International Limited, a corporate charitable body registered in New Zealand whose charitable objectives are consistent with ours.

Structure, Governance and Management

Constitution

United Christian Broadcasters Limited (UCB) is a company limited by guarantee governed by its Articles of Association as amended on 12 February 2020 and 26 January 2023.

Affiliates

UCB voluntarily provides informal support to a number of autonomous charitable Christian media organisations primarily located in Europe. These organisations are referred to as Affiliates. UCB facilitates the sharing of skill, resources and mutual prayer support.

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

- Their existing skills, experience, availability and knowledge of UCB.
- A periodic review of the current Board of Trustees, in particular identifying any shortfalls which could be met by potential candidates.
- The ability to demonstrate a real passion to contribute to fulfilling UCB's objectives.

Potential Trustees are put through an induction process that is carried out prior to appointment. As part of this induction a full package of background information is supplied to the candidate, a skill and experience audit is completed and assessed for compatibility with UCB's requirements, and the candidate attends at least one Trustees' meeting prior to appointment.

Trustees are appointed by Ordinary Resolution. Trustees can also be re-appointed following expiry of their fixed term of office of three years.

On appointment and each year thereafter, every Trustee is required to confirm in writing that he or she:

- Is willing to act as a trustee/director of UCB
- Is fully able to accept UCB's Statement of Faith and that there is no additional doctrine that they believe which would detract from or be inconsistent with this statement
- Will use their best endeavours to meet their obligations as a trustee/director of UCB
- Will promote the success of UCB
- Understand UCB's charitable objects, powers and rules set out in its Articles of Association
- Have declared any conflict of interest they or any related parties have, regardless of whether UCB has entered or proposes to enter into any such transactions
- Is willing to be DBS checked if required
- Is a "fit and proper" person as defined by HMRC, or if not has informed the Company Secretary. Note: this point also applies to Senior Management
- Is not automatically disqualified as a Trustee for any of the reasons listed in the Charities (Protection and Social Investment) Act 2016

Our Trustee training policy is to review the general balance of skills and experience at least once a year and provide training as required, either to individual Trustees or the Board as a whole. This is provided in-house or externally as appropriate.

Management

The day-to-day management of the charity is delegated to the Chief Executive Officer, working with an Executive team and other staff.

Remuneration

Each year UCB compares the remuneration of all staff, including the Executive team, with independently researched data including a detailed analysis of charity pay throughout a broad range of job roles, charity sizes, and geographical areas. In the intervening time between publication of this data and any changes to remuneration, an inflationary adjustment, and a review of pay metrics published by such organisations as the Office for National Statistics are also taken into account. The current Living Wage is also considered when reviewing lower paid staff. After having taken these factors into account, it is UCB's aim that no person should receive more than the upper quartile of the

benchmarked remuneration relevant to their role depending on their skills and experience or receive less than the lower quartile (or the Living Wage if higher).

Governance Code
The Charity Governance Code is periodically reviewed by the Trustees, and it is felt that no significant changes need to be made to UCB's governance, although this is regularly kept under review. The Trustees have an appropriate balance of skills and experience, underpinned by individual commitment to UCB's charitable aims.

Fundraising
With regard to UCB's approach to fundraising, UCB uses the following Fundraising Mission Statement:

'Fundraising is first and foremost a form of ministry. It is a way of announcing our vision and inviting other people into our mission.' (Henri J.M. Nouwen, 'A Spirituality of Fundraising')

Funds raised are the fruit of the community between God, UCB and our supporters. God's Word and prayer are at the heart of all our Fundraising activities, on air, online and in the post. We have the confidence and freedom in God to invite willing people to build a lasting relationship with us and invest in His work. Everything we have is from our generous God. Working in unity glorifies Him and achieves His purpose.

God's Word is desperately needed throughout our nation. We ask for support on behalf of each person whose life has been impacted and will be impacted. We pray, celebrate and give thanks for every donation, every prayer and every life changed. In obeying God's leading and trusting His provision, we will honour and respect our supporters. In our fundraising, we are accountable to God, to our supporters and to each other.

We commit to the following:

- Adherence to God's principles in asking for support (Exodus chapters 35-36, 1 Chronicles chapter 29, 2 Corinthians chapters 8-9)
- Adherence to governing and regulatory bodies, e.g. Charity Commission, OFCOM, Information Commissioner's Office, Chartered Institute of Fundraising Codes of Practice, Fundraising Regulator
- Updating our supporters on the impact of what has been achieved through their donations
- Offering a range of opportunities for people to invest in the work of UCB (e.g. prayer, financial, time, skills, knowledge)
- Maintaining accurate records of our donors' financial investment
- Being good stewards of donors' gifts and treat every donation as a gift from God

Additionally, UCB does not engage professional fundraisers or commercial participators. However, in the likelihood of this changing, UCB would ensure a contract is agreed in line with current law and regulations, detailing the work to be carried out on both sides and highlighting the legal requirement for the supplier to declare their remuneration.

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from CIoF continuous improvement professional development.

UCB has a process in place should we receive any fundraising complaints; we advise the complainant that UCB subscribes to the Fundraising Regulator and advises that if they are not satisfied with our handling of their complaint, to contact the Fundraising Regulator directly. UCB monitors and reports internally on fundraising complaints on a monthly basis and submits an annual return to the Fundraising Regulator. We received only 9 complaints through the Fundraising Preference Service in 2023, which compares to 15 received in 2022. Whilst every complaint is of great concern to UCB and

is taken seriously, we believe that this low level of complaints demonstrates the trust, confidence and satisfaction that individuals have with our fundraising activities.

It is never our intention to put members of the public - including vulnerable people - under undue pressure to give. We are committed to a sensitive, balanced fundraising approach; not unreasonable intrusion or undue pressure. We also have a policy and procedures to protect and safeguard vulnerable individuals who engage with our ministry, highlights of which include:

- If an adult with care and support needs gives or attempts to give a donation, UCB may advise them not to donate, refuse or return the donation
- If a vulnerable adult attempts to sign a friend up to UCB's mailing list, we may advise them to ask their friend to contact us, or refuse to process the request
- Guidance on how to recognise and respond to an allegation or suspicion of abuse
- An ethical policy which recognises that some donations should be refused for various reasons, for example if the donor is vulnerable

Trustees' responsibilities

The Trustees, who are also the Directors of United Christian Broadcasters Limited for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law, Statements of Recommended Practice and United Kingdom Generally Accepted Accounting Practice ("the law and regulations").

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice ("SORP");
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's financial transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. 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.

Disclosure of information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's Auditor in connection with preparing the audit report) of which the charity's Auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's Auditor is aware of this information.

Charity information

Registered name
United Christian Broadcasters Limited

Other names used
UCB, UCB 1, UCB 2, UCB Player, The UCB Word For Today, Word For You, The UCB Word for Today – Just for You, OneHope, UCB Prayerline, UCB Kingdom Academy

Registered charity number
299128

Registered company number
2182533 (registered in England and Wales)

Registered office
Hanchurch Christian Centre
Hanchurch Lane
Stoke-on-Trent ST4 8RY

Operations centre
Westport Road
Burslem
Stoke-on-Trent ST6 4JF

Trustees
Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:
A Scotland
D Stacey
E D Edwards
S McCrossan
N Elliott
H Yousaf (appointed 31 January 2024)

Senior staff
D L'Herroux (Chief Executive Officer)
R Willoughby (Company Secretary)
A Macpherson
S Ferguson
I De Soyza
D Taviner
M Oakes (appointed 1 January 2023)

Bankers
HSBC UK Bank plc
Crown Bank
Hanley
Stoke-on-Trent
ST1 1DA

AIB Group (UK) plc t/a AIB (NI)
11-15 Donegall Square North
Belfast BT1 5GB

Allied Irish Banks plc
7/12 Dame Street
Dublin 2

Solicitors
Anthony Collins
134 Edmund Street
Birmingham B3 2ES

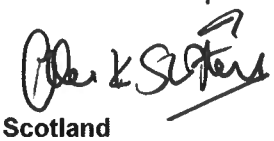
Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors
The auditors, Crowe U.K.LLP, who were appointed during the year, will be proposed for reappointment in accordance with section 385 of the companies Act 1985.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2023

The Trustees' report comprising Welcome, Strategic Report and Other information, was approved by the Trustees on 10 July 2024 and signed on their behalf by:



A Scotland
Chairman

Opinion

We have audited the financial statements of United Christian Broadcasters ('the charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in

accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were Ofcom requirements.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 23 July 2024

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 £ Unrestricted	2023 £ Restricted	2023 £ Total	*2022 £ Total*
INCOME FROM					
Activities to generate funds:					
Donations and legacies	4	**7,287,645**	**2,491,250**	**9,778,895**	*9,366,263*
Investments		**300,789**	**-**	**300,789**	*80,991*
Charitable activities	5	**69,411**	**-**	**69,411**	*97,069*
Total income		**7,657,845**	**2,491,250**	**10,149,095**	*9,544,323*
EXPENDITURE ON					
Raising funds	6	**854,375**	**-**	**854,375**	*855,609*
Net income available for charitable application		**6,803,470**	**2,491,250**	**9,294,720**	*8,688,714*
Charitable activities	6	**5,009,949**	**2,734,317**	**7,744,266**	*7,307,862*
Total expenditure		**5,864,324**	**2,734,317**	**8,598,641**	*8,163,471*
Net movement in funds		**1,793,521**	**(243,067)**	**1,550,454**	*1,380,852*
Total funds brought forward	16	**8,931,322**	**402,979**	**9,334,301**	*7,953,449*
Total funds carried forward	16	**10,724,843**	**159,912**	**10,884,755**	*9,334,301*

All income and expenditure derived from continuing activities. The notes on pages 24 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
REGISTERED COMPANY NUMBER: 02182533
BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed Assets					
Intangible assets	10		176,963		137,700
Tangible assets	11		2,401,699		2,247,642
Investments	12		312		312
			2,578,974		2,385,654
Current Assets					
Debtors: amounts falling due within one year	13	482,280		580,427	
Cash at bank and in hand		8,647,467		7,202,655	
		9,129,747		7,783,082	
Creditors: amounts falling due within one year	14	(823,966)		(773,655)	
Net Current Assets			8,305,781		7,009,427
Total Assets less Current Liabilities			10,884,755		9,395,081
Creditors: amounts falling due after more than one year	15		-		(60,780)
Net Assets			10,884,755		9,334,301
Funds of the charity					
Unrestricted funds:					
General reserve	16		10,536,131		8,735,209
Revaluation reserve	16		188,712		196,113
Restricted funds	16		159,912		402,979
			10,884,755		9,334,301

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 10 July 2024

A Scotland

D Stacey

The notes on pages 24 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 £	*2022 £*
Net cash provided by operating activities	22	**1,658,683**	*1,566,440*
Cash flows from investing activities			
Interest received		**300,789**	*80,991*
Purchase of property, plant, equipment and software		**(453,880)**	*(346,457)*
Net cash used in investing activities		**(153,091)**	*(265,466)*
Cash flows from financing activities:			
Payments under hire purchase agreements		**(60,780)**	*(71,278)*
New hire purchase agreements		**-**	*182,471*
Net cash used in financing activities		**(60,780)**	*111,193*
Change in cash and cash equivalents in the reporting period		**1,444,812**	*1,412,167*
Cash and cash equivalents at the beginning of the reporting period		**7,202,655**	*5,790,488*
Cash and cash equivalents at the end of the reporting period		**8,647,467**	*7,202,655*

The notes on pages 24 to 41 form part of the financial statements.

1. BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements have been prepared under historical cost convention. United Christian Broadcasters Limited meets the definition of a public benefit entity under FRS 102.

Under Section 405 of the Companies Act 2006, consolidated accounts have not been prepared as the inclusion of the dormant subsidiary, UCB International, is not material for the purpose of giving a true and fair view. Therefore these financial statements present information on the parent entity as an individual undertaking only. See note 12 for further information on this company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Legal Status of the Charity

United Christian Broadcasters Limited (UCB) was incorporated in the United Kingdom as a private company limited by guarantee (registered no. 02182533) on 23 October 1987 and has no share capital.

The liability of members in the event of winding up is limited to an amount not exceeding £1 per members; the number of members as at 31 December 2017 was three.

UCB is also registered as a charity with the Charity Commission (registered no. 299128).

(b) Registered and principle office

The registered office of UCB is Hanchurch Christian Centre, Hanchurch Lane, Stoke-on-Trent, ST4 8RY.

The principal office of UCB is Westport Road, Burslem, Stoke-on-Trent, ST6 4JF.

(c) Going concern

The Trustees have determined that there are no material uncertainties over the charitable company's ability to continue as a going concern. Financial projections including forecast monthly cash flow, surplus / (deficit) and balance sheet have been prepared for the period ended 31st December 2028 indicating that there will be adequate headroom of cash throughout the whole period. Accordingly, the Trustees believe it is appropriate to prepare the financial statements on the going concern basis.

(d) Fixed assets and depreciation

Depreciation is provided by the charity to write off the cost or valuation of tangible fixed assets over their estimated useful economic lives as follows:

Freehold buildings	-	2% per annum straight line
Plant and equipment	-	20% per annum straight line
Fixtures and fittings	-	8% per annum straight line
Motor vehicles	-	20% per annum straight line
IT equipment	-	25% per annum straight line

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)

The charity has a policy, capitalising fixed assets where expenditure on such assets is in excess of £1,000. The amounts capitalised are net of recoverable VAT.

No depreciation is charged on land.

(e) Investments

Since none of the investments held by the charitable company are quoted on a recognised stock exchange and the amounts concerned are not material, they are recorded at cost.

(f) Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gain or loss on translation is included in the Statement of Financial Activities.

(g) Income

Donation income is recognised on receipt of funds. Legacies are accounted for based on either on settlement of the estate, or on receipt of payment, whichever is the earlier. Where pecuniary legacies are of a size that is apparent they will be paid, these are recognised at the point of probate.

Other income is also accounted for on the accruals basis.

Income from government grants is recognised when there is entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Where entitlements occurs before income is received, the income is accrued. Where income is received in advance of there being entitlement to the funds the income is deferred.

(h) Expenditure

Expenditure is accounted for on the accruals basis.

Fundraising and publicity costs include all direct costs, together with a proportion of appropriate overheads.

Charitable activities include the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on either an estimate of time or floor space basis, as appropriate. Ancillary expenditure relates to all directly attributable costs regarding One Hope.

Support costs comprise service costs which have been allocated to the cost categories disclosed in the Statement of Financial Activities on either an estimate time or floor space basis, as appropriate.

Governance costs comprise of constitutional and statutory requirements incurred in the general running of the charitable company.

Grants are recognised when a constructive obligation arises, resulting in the payment being committed to.

Employee terminations: A redundancy situation arises where the requirement for an employee to undertake work of a particular kind has ceased or diminished. One such redundancy occurred in the year.

(i) Pension costs

The charitable company contributes to a defined contribution pension scheme on behalf of its employees. The amount charged in the Statement of Financial Activities represents the contributions payable to the schemes in respect of the accounting period.

(j) Debtors

Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Funds
Unrestricted funds are funds that are available for use at the discretion of the Trustees in furtherance of the objects of the charitable company.

Restricted funds are amounts which have been earmarked by the donors for specific purposes.

(m) Financial instruments
United Christian Broadcasters Limited only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets comprise of cash, accrued income and trade debtors. Financial liabilities include trade creditors, accruals, hire purchase arrangements and bank loans.

(n) Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of intangible and tangible assets
The annual amortisation and depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 10 and 11 for the carrying amount of the intangible and tangible assets and notes 1(d) and 1(t) for the useful lives for each class of asset.

Legacies:
Receipt of a legacy, in whole or in part, is only considered probable on receipt of estate accounts for residuary legacies, or for pecuniary legacies, at the point of probate.

(o) Software
New software costing up to £1,000 is fully written off in the period incurred. New software costing over £1,000 is written off over a period of five years on a straight line basis due to the current rapid rate of the technological progress. Support and maintenance costs are recognised in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

(q) Finance leases
Assets obtained under finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over their useful economic lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors. The finance leases held by the charitable company at the financial year end are for IT equipment.

(r) Grants
Grants are accrued by the charity to the extent that there is a constructive obligation in place and grantees have a reasonable expectation that the grant will be receivable at a future date.

(s) Taxation
The company is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

2. ACCOUNTING POLICIES (CONTINUED)

(t) VAT
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(u) Intangible assets and amortisation
Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2022
(Including an Income and Expenditure Account)

	Note	2022 £ Unrestricted	2022 £ Restricted	2022 £ Total
INCOME FROM				
Activities to generate funds:				
Donations and legacies	4	7,042,534	2,323,729	9,366,263
Government grant income		-	-	-
Investments		80,991	-	80,991
Charitable activities	5	97,069	-	97,069
Total income		7,220,594	2,323,729	9,544,323
EXPENDITURE ON				
Raising funds	6	855,609	-	855,609
Net income available for charitable application		6,364,985	2,323,729	8,688,714
Charitable activities	6	5,159,061	2,148,801	7,307,862
Total expenditure		6,014,670	2,148,801	8,163,471
Net movement in funds		1,205,924	174,928	1,380,852
Total funds brought forward		7,725,398	228,051	7,953,449
Total funds carried forward	17	8,931,322	402,979	9,334,301

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted	Restricted	2023 Total £	*2022 Total £*
Non-regular donations	**2,265,247**	**1,262,917**	**3,528,164**	*3,372,530*
Regular donations	**3,728,020**	**887,313**	**4,615,333**	*4,532,237*
Income tax repayments	**825,034**	**341,020**	**1,166,054**	*1,137,627*
Legacies	**469,344**	**-**	**469,344**	*323,869*
	7,287,645	**2,491,250**	**9,778,895**	*9,366,263*

5. INCOME FROM CHARITABLE ACTIVITIES

	2023 £	*2022 £*
Video	**38,000**	*41,000*
Other services	**2,134**	*48,623*
One Hope	**13,167**	*7,446*
Kingdom Academy	**16,110**	*-*
	69,411	*97,069*

Total income of £10,149,095 was generated from the UK - £10,022,498 (*2022:* £9,405,952), Europe - £40,172 (*2022:* £49,532), Rest of the World - £86,425 (*2022:* £88,839).

6a. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Other Direct Costs	Support Costs	Depreciation	Total 2023	*Total 2022*
	£	£	£	£	£	*£*
Cost of generating funds						
Fundraising and publicity costs	390,434	374,242	84,557	5,142	854,375	*855,609*
	390,434	374,242	84,557	5,142	854,375	*855,609*
Charitable activities						
Broadcasting – UK and Europe:						
Radio	1,242,643	1,959,220	105,964	72,895	3,380,722	*3,076,164*
Video	185,861	98,552	52,437	33,421	370,271	*348,537*
Publications:						
Word for Today	663,867	791,553	129,882	82,260	1,667,562	*1,555,907*
One Hope	86,252	24,851	12,735	2,571	126,409	*125,076*
Other resources	87,607	258,792	15,044	7,713	369,156	*333,927*
Other digital delivery (non broadcasting)	346,730	106,509	71,449	25,708	550,396	*472,910*
Kingdom Academy	78,968	60,214	9,938	5,142	154,262	-
One Hope	34,616	16,129	10,236	2,571	63,552	*53,069*
Prayerline	237,022	66,846	34,997	10,283	349,148	*306,470*
Ancillary expenditure: One Hope	-	2,549	-	-	2,549	*6,146*
Charitable donations	-	348,058	-	-	348,058	*382,852*
Grants paid	-	191,488	-	-	191,488	*446,696*
Global broadcasting and publication support	69,543	72,493	15,803	12,854	170,693	*200,108*
Total charitable expenditure	3,033,109	3,997,254	458,485	255,418	7,744,266	*7,307,862*
Total Resources expenditure	3,423,543	4,371,496	543,042	260,560	8,598,641	*8,163,471*

6b. SUPPORT COSTS	Operational and Governance £	Finance £	Information Systems £	Total 2023 £	*Total 2022 £*
Cost of generating funds:					
Fundraising and publicity	**28,719**	**36,674**	**19,164**	**84,557**	*71,042*
Charitable activities					
Broadcasting – UK and Europe:					
Radio	**51,009**	**13,753**	**41,202**	**105,964**	*99,738*
Video	**26,855**	**6,418**	**19,164**	**52,437**	*47,077*
Publications:					
Word for Today	**60,010**	**22,921**	**46,951**	**129,882**	*123,832*
One Hope	**7,068**	**1,834**	**3,833**	**12,735**	*11,221*
Other resources	**7,461**	**1,834**	**5,749**	**15,044**	*13,707*
Other digital delivery (non-broadcasting)	**36,120**	**2,751**	**32,578**	**71,449**	*64,594*
Kingdom Academy	**5,188**	**917**	**3,833**	**9,938**	-
One Hope	**6,486**	**1,834**	**1,916**	**10,236**	*8,942*
Prayerline	**24,498**	**917**	**9,582**	**34,997**	*30,746*
Global broadcasting and publication support	**6,304**	**1,834**	**7,665**	**15,803**	*14,084*
Total charitable expenditure	**259,718**	**91,687**	**191,637**	**543,042**	*484,983*

Included in the above are governance costs of £52,906 (*2022:* £39,965).

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

	2023 £	*2022 £*
UCB Deutschland	**56,383**	*174,463*
MTU Raadio 7 UCB Meedia	**53,339**	*55,446*
UCB Switzerland	**64,417**	*173,049*
UCB Italia	**17,349**	*43,738*
	191,488	*446,696*

During the year the charitable company made grants to the above organisations for the furtherance of Word For Today publications and broadcasting activity.

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

	2023	2022
	£	£
Net incoming resources are stated after charging:		
Auditor's remuneration - in respect of audit	**18,600**	*17,545*
Depreciation	**252,513**	*189,244*
Amortisation	**8,047**	*24,069*
Operating lease payments	**1,177,912**	*1,204,947*
(Loss)/gain on exchange rate	**(3,499)**	*(2,480)*

9. STAFF NUMBERS AND COSTS

The average full-time equivalent number of persons employed by the charitable company during the year was as follows:

	2023	2022
	No.	No.
Costs of generating funds	**10**	*10*
Direct charitable expenditure	**87**	*83*
	97	*93*

The average headcount of persons employed by the charitable company during the year was as follows:

	2023	2022
	No.	No.
Costs of generating funds	**11**	*11*
Direct charitable expenditure	**101**	*92*
	112	*103*

The aggregate payroll costs of these persons were as follows:

	2023	2022
	£	£
Salaries	**2,995,707**	*2,700,183*
Social security costs	**269,600**	*244,830*
Other pension costs	**158,236**	*143,029*
	3,423,543	*3,088,042*

9. STAFF NUMBERS AND COSTS (CONTINUED)

The number of employees earning in excess of £60,000 per annum are detailed below:

	2023 No.	*2022 No.*
£60,001 to £70,000	4	4
£70,001 to £80,000	2	1
£90,001 to £100,000	1	1

Defined money purchase contributions payable with regard to the above totalled £27,921 *(2022: £23,455)*.

Remuneration to Trustees amounting to £350 was made during the year *(2022: £150)*. This was paid to 1 (2022: 1) Trustee for speaking at a UCB Foundation Day (2022: Leading Worship)

Reimbursement of travel and accommodation expenses amounting to £13,004 was made during the year *(2022: £11,643)* to 5 Trustees *(2022: 6)*.

Redundancy and settlement payments were made during the year totalling £nil to 0 individuals *(2022: £4,847 to 1 individual)*. No amounts were outstanding at the year end.

The remuneration of the senior management team (including employer NI and pension contributions) was:

	2023 £	*2022 £*
Senior management team remuneration	**600,970**	*496,779*

The senior management team consists of 7 members of staff in 2023 *(2022: 6)*, CEO, Company Secretary, IT and Technical Director, Operations Director, Communications Director and Kingdon Academy Director.

UCB provides the CEO with free accommodation on-site should it be required. The tax due on the benefit for the CEO was met through payroll.

10. INTANGIBLE FIXED ASSETS

	Software
	£
Cost/valuation	
At 1 January 2023	767,371
Additions	47,310
At 31 December 2023	**814,681**
Amortisation	
At 1 January 2023	629,671
Charge for year	8,047
At 31 December 2023	**637,718**
Net book value	
At 31 December 2023	**176,963**
At 31 December 2022	137,700

11. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
Cost/valuation						
At 1 January 2023	*2,978,488*	*586,427*	*410,006*	*26,565*	*1,148,649*	*5,150,135*
Additions	-	**41,924**	**170,538**	-	**194,108**	**406,570**
Disposals	-	-	-	-	-	-
At 31 December 2023	**2,978,488**	**628,351**	**580,544**	**26,565**	**1,342,757**	**5,556,705**
Depreciation						
At 1 January 2023	*1,216,055*	*518,152*	*313,109*	*26,565*	*828,612*	*2,902,493*
Charge for year	**52,422**	**31,373**	**18,166**	-	**150,552**	**252,513**
Disposals	-	-	-	-	-	-
At 31 December 2023	**1,268,477**	**549,525**	**331,275**	**26,565**	**979,164**	**3,155,006**
Net book value						
At 31 December 2023	**1,710,011**	**78,826**	**249,269**	-	**363,593**	**2,401,699**
At 31 December 2022	*1,762,433*	*68,275*	*96,897*	-	*320,037*	*2,247,642*

Included in freehold land and buildings is land which cost £358,739 *(2022: £358,739)* which is not subject to depreciation.

The freehold land and buildings included in the financial statements at book value were professionally valued on 30 June 1999 by Louis Taylor, Chartered Surveyors, at £1,850,000 on an open market basis. All subsequent additions have been capitalised at cost.

The cost of freehold land and buildings, determined according to the historic cost accounting rules is as follows:

	2023 £	*2022 £*
Cost	**2,486,576**	*2,486,576*
Aggregate depreciation	**(1,087,159)**	*(1,042,138)*
Net book value	**1,399,417**	*1,444,438*

Assets held under hire purchase agreement are as follows:

	2023 £	*2022 £*
Cost	**719,650**	*719,650*
Aggregate depreciation	**(643,925)**	*(598,307)*
Net book value	**75,725**	*121,343*

12. INVESTMENTS

	2023 £	2022 £
Shares in group companies	**312**	*312*

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 *(2022: £2)*. The company has the same registered office address as its parent charity.
- 960 NZ $1 ordinary shares in UCB International Limited, *(2022: 960)* being a 19.2% holding in the company which is registered in New Zealand *(2022: 19.2%)*. The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2023 was NZ $801,250 *(2022: NZ $735,281)* and the net surplus was NZ $107,120 *(2022: NZ $54,748)*.
- Net assets at the year ended 31 March 2023 were NZ $237,760 *(2022: NZ $130,640)*.
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

13. DEBTORS: Amounts falling due within one year

	2023 £	2022 £
Trade debtors	**6,402**	*71*
Accrued income	**160,018**	*261,221*
Prepayments	**315,860**	*319,135*
	482,280	*580,427*

14. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Hire purchase account	**60,780**	*60,780*
Trade creditors	**320,834**	*228,746*
Taxation and social security	**90,564**	*79,555*
Other creditors	**182,940**	*212,811*
Accruals	**168,848**	*191,763*
	823,966	*773,655*

15. CREDITORS: Amounts falling due after more than one year

	2023	*2022*
	£	*£*
Obligations under hire purchase contracts		
Between one and two years	-	*60,780*
	-	**60,780**

16. RESERVES

	Restated At 1 January 2023	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2023
	£	£	£	£	£
Movement in Reserves					
Restricted Reserves	*402,979*	**2,491,250**	**(2,734,317)**	**-**	**159,912**
Revaluation Reserve	*196,113*	**-**	**-**	**(7,401)**	**188,712**
General Reserve	*8,735,209*	**7,657,845**	**(5,864,324)**	**7,401**	**10,536,131**
Total Reserves	*9,334,301*	**10,149,095**	**(8,598,641)**	**-**	**10,884,755**

	At 1 January 2023	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2023
	£	£	£	£	£
Restricted Reserves					
Youth App	-	**8,813**	**(8,813)**	**-**	**-**
Broadcasting costs (Radio)	*92,350*	**2,257,653**	**(2,313,111)**	**-**	**36,892**
Word for Today	-	**18,234**	**(18,234)**	**-**	**-**
Charitable donations	*3,403*	**36,050**	**(1,888)**	**-**	**37,565**
Prayerline	*307,226*	**170,500**	**(392,271)**	**-**	**85,455**
Total Restricted Reserves	**402,979**	**2,491,250**	**(2,734,317)**	**-**	**159,912**

16. RESERVES (CONTINUED)

	Restated At 1 January 2022	*Restated Incoming Resources*	*Outgoing Resources*	*Transfers*	*At 31 December 2022*
	£	£	£	£	£
Movement in Reserves					
Restricted Reserves	*228,051*	**2,323,729**	**(2,148,801)**	**-**	**402,979**
Revaluation Reserve	*203,514*	**-**	**-**	**(7,401)**	**196,113**
General Reserve	*7,521,884*	**7,220,594**	**(6,014,670)**	**7,401**	**8,735,209**
Total Reserves	*7,953,449*	**9,544,323**	**(8,163,471)**	**-**	**9,334,301**

	At 1 January 2022	***Incoming Resources***	***Outgoing Resources***	***Transfers***	***At 31 December 2022***
	£	**£**	**£**	**£**	**£**
Restricted Reserves					
Fundraising and Publicity	*1,015*	**-**	**(1,015)**	**-**	**-**
UCB Albania	-	**400**	**(400)**	**-**	**-**
Broadcasting costs (Radio)	-	**1,864,535**	**(1,772,185)**	**-**	**92,350**
Word for Today	-	**16,020**	**(16,020)**	**-**	**-**
Charitable donations	*5,449*	**3,404**	**(5,450)**	**-**	**3,403**
Prayerline	*221,042*	**439,370**	**(353,186)**	**-**	**307,226**
IT Appeal	*545*	**-**	**(545)**	**-**	**-**
Total Restricted Reserves	***228,051***	**2,323,729**	**(2,148,801)**	**-**	**402,979**

The general reserve represents the working capital of the charity. The revaluation reserve was the surplus recognised on the revaluation of the freehold land and buildings; the excess depreciation over the amount calculated on the historic cost is transferred to the general reserve each year.

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £2,491,250 (*2022: £2,323,729*).

Youth App: Funds totalling £8,813 (2022: £nil) were received for development of the App and were fully expended during the year.

Broadcasting costs (Radio): Funds of £2,257,653 earmarked for radio costs were received in the year (*2022: £1,864,535*).

Word for Today: Funds totalling £18,234 restricted towards Word for Today costs, were received in the year (*2022: £16,020*, and fully expended).

Charitable donations received totalled £36,050 (*2022: £3,404*). Donation payments are scheduled to be made to the respective organisations during 2024.

Prayerline: Funds totalling £170,500 (*2022: £439,370)* were received to be spent on Prayerline running costs, including Prayerline Officer, consultancy and a new call management system.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2023 Unrestricted Funds £	2023 Restricted Funds £	2023 Total Funds £
Fixed assets	**2,578,974**	**-**	**2,578,974**
Current assets	**8,969,835**	**159,912**	**9,129,747**
Current liabilities	**(823,966)**	**-**	**(823,966)**
	10,724,843	**159,912**	**10,884,755**

	2022 Unrestricted Funds £	*2022 Restricted Funds £*	*2022 Total Funds £*
Fixed assets	*2,385,654*	-	*2,385,654*
Current assets	*7,380,103*	*402,979*	*7,783,082*
Current liabilities	*(773,655)*	-	*(773,655)*
Non-current liabilities	*(60,780)*	-	*(60,780)*
	8,931,322	***402,979***	***9,334,301***

18. PENSION COSTS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £158,236 *(2022: £143,029)*. Contributions totalling £nil *(2022: £22,216)* were payable to the fund at the year end and are included in other creditors.

19. RELATED PARTY TRANSACTIONS

During the year the charitable company had transactions with the following related parties:

UCB International
There were £263,537 donation payments transactions (*2022: £294,621*) with UCB International Limited, a company in which it owns 19.2% (*2022: 19.2%*) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Affiliates
The charitable company acts as an informal European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other autonomous Christian broadcasters and publishers primarily throughout Europe.

The charitable company owns the building occupied by UCB Ireland and the following Trustees and officer of the charitable company are Members of UCB Ireland: A Scotland, D Stacey, R Willoughby. R Willoughby also acted as Company Secretary for UCB Ireland.

UCB Ireland also received the following financial support:

	2023	*2022*
	£	*£*
Salary, social security and other pension costs of Station Manager employed by UCB	**4,483**	*53,628*
Office rent charged at less than market value	**4,186**	*4,186*
	8,669	*57,814*

During the year, rent of €5,000 (*2022: €5,000*) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

David L'Herroux in on the board of UCB France. Invoices totalling £45,178 (*2022: £33,302)* were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement.
A donation of £8,764 (2022: £nil) was made to UCB France to assist with its cash flow. David L'Herroux is on the board of UCB France, although David L'Herroux was not party to the decision to award the donation.

A donation of £10,000 (*2022: £nil)* was made to the Awareness Foundation. Alan Scotland is a Trustee of UCB and of the Awareness Foundation, although Alan Scotland was not party to the decision to award the donation.

Amounts totalling £850 (2022: £nil) were paid to New Testament Church of God for exhibition fees and advertising. E David Edwards, a Trustee of UCB, is a Director of this organisation.

In 2022, a ministry gift of £250 was made to Daniel L'Herroux, brother of UCB's CEO. This payment was authorised by Alan Scotland, Chair of Trustees. No such gift was made in 2023.

Donations by Trustees totalled £980 (*2022: £2,223*) during the financial year.

20. CAPITAL COMMITMENTS

There were capital commitments at 31 December 2023 of £36,255 contracted for but not provided for in the financial statements (*2022: £65,721*). These relate to an Imperative order for Youth App development (£7,455) and an Adaptive order for website implementation (£28,800).

21. OTHER OPERATING COMMITMENTS

At the year end, the charitable company had total future minimum lease payments under non-cancellable operating leases as follows:

	2023	*2022*
	£	*£*
Expire less than one year	**1,248,827**	*1,117,768*
Expire between two and five years	**3,776,834**	*3,359,154*
More than five years	**503,954**	*540,495*
	5,529,615	*5,017,417*

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	*2022*
	£	*£*
Net income for the year	**1,550,454**	*1,380,852*
Adjustments for:		
Depreciation charges	**252,513**	*189,244*
Amortisation charges	**8,047**	*24,069*
Interest received	**(300,789)**	*(80,991)*
(Increase)/decrease in debtors	**98,147**	*(100,135)*
Increase/(decrease) in creditors	**50,311**	*153,401*
Net cash provided by operating activities	**1,658,683**	*1,566,440*

23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2023	Cash Flows	At 31 December 2023
	£	£	£
Cash at bank and in hand	7,202,655	1,444,812	8,647,467
Debt due within one year	(60,780)	-	(60,780)
Debt due after one year	(60,780)	60,780	-
	7,081,095	1,505,592	8,586,687

The debt due within one year and after one year relates to hire purchase finance agreements.

	At 1 January 2022	Cash Flows	At 31 December 2022
	£	£	£
Cash at bank and in hand	5,790,488	1,412,167	7,202,655
Debt due within one year	(10,367)	(50,413)	(60,780)
Debt due after one year	-	(60,780)	(60,780)
	5,780,121	1,300,974	7,081,095

UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales - Charity number 299128

Accounts

Company Number: 02182533
Registered Charity Number: 299128

UNITED CHRISTIAN BROADCASTERS LIMITED

(Limited by Guarantee)

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2022

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2022

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UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2022

Welcome

Who we are
United Christian Broadcasters ('UCB') is a non-denominational Christian media charity.

Our vision and our benefit to the public
Our vision statement is *changing lives for good by the power of God's Word*. The public benefit we deliver is centred on this vision, and is available to both Christians and non-Christians in a wide variety of accessible and user-friendly formats. We are passionate about seeing lives changed for good in spiritual and practical ways which reflect and demonstrate the Christian faith. These are the benefits that arise out of our charitable objectives.

The comments given throughout this report have been received from the public during the year in response to these benefits.

We confirm that we have complied with our duty in section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

"I love UCB 2. It has been a lifeline to me for so long - I just felt prompted to thank and encourage you all, and tell you that your work is so valuable and needed. May God continue to bless and provide for you"

Charitable objectives
Our charitable objectives are, for the public benefit in the United Kingdom or overseas:

- The advancement of the Christian religion
- The advancement of religious or other education
- The relief of the aged, poor, sick or disabled

Key areas of activity
We further our charitable objectives by operating in the following key areas:

- Radio, News, Podcasts and Video (via DAB digital radio, live stream services, the UCB Player App and podcast providers)
- Publication and distribution of Christian resources across a range of print and electronic media
- Delivery of the Christian message through other digital channels, e.g. social media
- Providing OneHope resources for young people
- Offering a Prayerline service providing excellent quality national prayer support
- UCB Academy (currently under development)
- Making charitable donations and grants to partner organisations supporting similar activities throughout the world

"I wanted to thank you for your prayers earlier this week - I felt God was telling me that I am indeed in the right place and he wants me to succeed. Thank you for all your work at UCB, encouraging every day"

Our objectives and activities reflect the Great Commission of Jesus Christ (Matthew chapter 28 verses 18-19) in the areas of prayer, evangelism, discipleship and mission. Our mission is to offer every person in every place every moment of the day, the opportunity to hear, watch or read the Word of God in a relevant and engaging way.

Strategic report

Review of the year, aims, achievements and performance

"Remember that God is the God of new beginnings and likes doing new things. When he is doing something new, there is a requirement to step into the unknown, which may at first feel uncomfortable, even painful, as well as scary at first. Just like the Israelites stepped out of Egypt into something new so do we – to ensure that we do not miss out on all the good things God wants to do with us a through us in UCB"

David L'Herroux, UCB Chief Executive

UCB, our supporters, our leadership and staff can only thank God for how he has carried us through these extraordinary times and seasons. We have confidence and assurance that he holds us, sustains us and propels us forward. We have so much to do and must continue our vital work. In 2022 we have:

"A huge thank you - the songs you played and your words of encouragement were so uplifting and spot on!"

- Launched our radio stations onto DAB+ thus improving the quality and receptivity of both UCB1 and UCB2
- Completed a full review of our Prayerline and have begun to implement new staff and strategies to maximise its potential
- Launched the brand new 'UCB Player App' on both Apple and Android platforms. This essentially allows listeners to have UCB in their pocket on their mobile device
- Appointed a Broadcast Engineer providing bespoke support whilst a new Testimonies Producer helps us prepare and present stories of lives changed for good
- Prepared the ground for launch of the UCB Academy, primarily focusing on research and development. 2023 will see the implementation of this work
- Launched an exciting resource – the 'UCB Word for Today – Just for You'. This initiative is focused at clearly presenting the message of the Gospel of Jesus Christ to those who do not yet know it. A pilot launch saw us print 150,000 copies for distribution

"I know that my head is in better shape when I'm listening to good Christian music, teaching and God's Word of course. UCB keeps me focused on what is important - a loving faithful God and a body of people who think and feel the same as I do about Him. I get so much encouragement through my day from you"

2023 is set to be the year where we complete a number of our priority projects and focus on being prepared and ready for the promise of an unprecedented move of God. In 2023 we will:

- Scope and develop an integrated data project for the following systems: CRM database, HR, Finance and Marketing
- Launch our new UCB website and increase our content and engagement for listeners and supporters
- Continue to broaden listener engagement, by reviewing and developing broadcasting content on all available platforms
- Undertake technical upgrades to some of our broadcasting studios
- Launch an exciting new resource for young people for biblical inspiration
- Strive for excellence by strengthening Investors In People accreditation
- Design and print new exciting resources that will bring the Word of God to people's lives

We will focus on:

- Continuing to understand and grow our audiences (listeners, readers, viewers)
- Increasing synergy across all departments (i.e. social media and radio)
- Growing and engaging our audience and partners through optimisation of digital and printed resources

- Developing new and existing income streams

The Trustees are of the opinion that UCB is able to continue as a going concern for the foreseeable future. This opinion has been reached after having reviewed the organisation's financial forecasts covering a period of several years and a range of scenarios, including the foreseeable economic climate.

Broadcasting and podcasting

We continue to focus on the quality and broad appeal of our broadcasts and podcasts, centred on the Christian faith.

Radio: UCB1 and UCB 2

Broadcasting nationally on DAB digital radio (on DAB+ in stereo) and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player App, live radio streaming services, internet radio and voice-activated smart speakers.

"Loving the show as usual. I just want to give an update on a prayer request you read out last year - everything is going brilliantly and I'm looking forward to the future and what is to come"

Video

Video content from UCB can be seen on the UCB Player App, on the UCB YouTube channel and on UCB social media.

What we aimed to do in 2022

- Launch a 30 day catch-up service for the radio output of UCB1 and UCB2
- Introduce a new webpage for UCB News on the new UCB website
- To complete studio upgrades in the UCB Broadcast Centre

Achievements and performance in 2022

- Catch-up for radio was launched in May as just one feature of the new UCB Player App
- Whilst waiting for the new website to launch, UCB News has introduced morning news bulletins at the weekend and doubled its posts on UCB social media
- A Broadcast Engineer was appointed, and progress on the studio upgrades restarted

What we aim to do in 2023

- Introduce more listener voices on air
- Introduce more testimonies on air
- Introduce more content on the UCB Player App

Publications

The UCB Word For Today is our daily bible devotional. During 2022 alongside the launch of the 'UCB Word for Today – Just for You', we published some limited and themed editions of the UCB Word for Today; one to mark the Jubilee of Queen Elizabeth and another marking her faithful life as the nation mourned her passing. Our resources are distributed free of charge, with the aim of helping Christians to grow in their faith. They are also great resources to pass on to people who do not have a faith. We are always looking for ways to create new content and distribute on new platforms, so that we can reach as many people as possible with the life-changing Word of God.

"I look forward to the Word for Today with great expectation - UCB is playing a great part in my life right now"

UCB Word For Today & Word For You

Both available online at UCB.CO.UK/read, via email at UCB.CO.UK/myaccount and as print editions

OneHope

UCB.CO.UK/onehope

We partner with OneHope to produce and distribute Bible-based booklets designed for children. We distribute these primarily through the Bag of Hope, which is a free bag (100% recyclable, made of sugar cane) which contains a Bible-based booklet and a leaflet about UCB's resources. In 2022, we distributed over 58,000 bags to churches and individuals, used primarily as a resource for 'light parties' and to give to Trick or Treaters at Halloween.

What we aimed to do in 2022

- Review the 'Sign-up a Friend' print version of the UCB Word For Today and explore possible alternatives (delayed from 2021)
- Develop a Youth Engagement Strategy, incorporating the repurposed Word For You
- Monitor listenership and develop communications accordingly, following the move to DAB+ from 1st March 2022

Achievements and performance in 2022

- The signing up mechanism and design have all been overhauled. We have monitored the effectiveness of each and made our publications more user-friendly
- Our Youth Engagement Strategy has taken shape. We undertook numerous exploratory meetings with OneHope and other organisations interested in supporting young people. It leaves us now to complete a new goal of developing a new resource as an App
- Our move to DAB+ broadcasting was handled well. Our Supporter Care team was confident in dealing with any questions about the changeover and they directed anyone who could not reconnect to our new UCB Player App, meaning that listeners can effectively have UCB in their pocket

What we aim to do in 2023

- Improve our effectiveness through Direct Mail communication to our supporters
- Continue to develop themed editions of the UCB Word For Today, for example a Coronation Edition in May 2023
- Develop a 3 year strategy for the 'UCB Word for Today – Just for You', a new resource based on the UCB Word for Today

Other digital delivery (non-broadcasting)

UCB's mission is to reach every person in every place at every moment of the day with the life-changing Word of God and so we're always looking for new ways to reach people, whether that's through digital platforms (Facebook/Twitter/Instagram etc), the UCB Player App, our website or print publications..

What we aimed to do in 2022

- Optimise our new website when it goes live
- Maximise the effectiveness of our new email system

Achievements and performance in 2022

- Our new website launch has been delayed and is currently behind schedule. This has been due to issues beyond our immediate control.
- We have improved design, messaging and the overall feel of communication in emails this last year

What we aim to do in 2023

- Launch our new website
- Undertaken a review of Social Media and how we utilise it, including a review of how we use platforms such as Instagram and TikTok
- Monitor and evaluate our email strategy and the performance of the software we are using

OneHope

UCB.CO.UK/onehope

UCB continues to have a strategic alliance with OneHope, a dynamic international ministry helping to change the lives of young people globally. OneHope works in hundreds of countries around the world,

reaching children of all ages with Biblical print and digital resources. UCB's OneHope partnership, which includes our annual 'Bag of Hope' initiative reaching thousands of young people and their families in the UK, is strengthened by OneHope digital resources and publications.

What we aimed to do in 2022

- Complete our Youth Engagement Strategy, incorporating repurposing our Word For You publication
- Continue to build on the Bag of Hope and distribution among churches and individuals
- Explore new ways of promoting OneHope's digital products

Achievements and performance in 2022

- We have researched and reviewed our strategy for Youth Engagement in 2022. This led to the repurposing of our Word for You publication as content included in the UCB Player App leaving opportunity to develop something new in that space in 2023
- Bag of Hope continued as planned and is a very successful project
- We enjoy a partnership with OneHope and promote their amazing resource Bible App for Kids through social media and other channels as often as we can. We have been meeting their team regularly to discuss the possibilities of developing a youth resource

What we aim to do in 2023

- Develop a new youth resource App with input and help from OneHope as needed.
- Continue with the Bag of Hope project

Prayerline
UCB.CO.UK/pray, 01782 36 3000

Our Prayerline gives people the opportunity to receive prayer support by telephone, or to submit prayer requests via the UCB website or by post. Our trained call-taker volunteers are able to listen and pray with callers, seeking to encourage them with God's Word. The call service is resourced by home based volunteers, and a separate group who focus on prayers received via the web, and a third that focuses on prayers received by post.

"I recently phoned the UCB Prayerline. The lady on the Prayerline prayed and came into agreement with me and offered words of encouragement. I am really grateful for UCB who have been there for me in the past"

What we aimed to do in 2022

- Review the structure and ways of managing our volunteers
- Carry out a comprehensive review of processes

Achievements and performance in 2022

- An external consultant was employed to undertake a strategic review of the Prayerline for our service post pandemic lockdown
- A new structure was proposed, and after a staff consultation exercise undertaken in Autumn 2022, the new structure was in place by the end of the year

"I am in France and it has been very difficult and lonely and the UCB Prayerline has been a lifeline. So many times I have been embraced by love and kindness always pointing me to the Word and to God. Thank you and bless you"

What we aim to do in 2023

- Implement the strategic review recommendations for the first 6 months to one year including:
    - Organising the home-based volunteers in remote hub groups, each group with a volunteer leader
    - Reviewing the weekly communication to volunteers in conjunction with our Communication function
    - Working with the Training function to develop training for our volunteers

UCB Academy
A key element within our Strategic Plan is to focus on 'building for growth' in preparation for the promise of an unprecedented move of God. We aim to build on lessons learned from the UCB Academy (which began in 2012 on a small scale) and establish an international 'Kingdom-Academy'

designed to uniquely and practically equip the Church for growth in a 21st century digital age incorporating a unique blend of five 'pillars'. UCB will lead the training on the first pillar of Media and work in close partnership with specialists to deliver the other four pillars: Ministry, Mission, Management and Music (i.e. worship).

What we aimed to do in 2022

- Conduct a feasibility study of the Kingdom Academy.

Achievements and performance in 2022

- Appointed a Director of Kingdom Academy Development on a two year secondment
- Carried out extensive research into the Christian training and development landscape
- Detailed planning, research, analysis and in-depth conversations with Biblical trainers and UK and International Christian training schools has shown that the five pillars (the 5 M's) is a unique proposition

What we aim to do in 2023

- Develop a Kingdom Academy implementation plan
- Carry out a series of pilot programmes under newly established covenant relationships with like-minded ministries
- Transfer UCB's current training and development function to the Kingdom Academy

Grants paid

During the year we invested in making grants available to 4 organisations (2021: 3 organisations) with similar charitable aims to UCB, for the furtherance of Christian media activity.

Global broadcasting & publication support

We provide practical and financial assistance to other Christian broadcasters and publishers throughout the world. Our grant making policy is to provide grants for the development of UCB Word For Today publications and broadcasting activity, consistent with our charitable objectives.

What we aimed to do in 2022

- Continue our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe with a clear focus:

  1) To be the facilitator, incubator, replicator and unifier within Europe, and encourage all UCB Europe UCB affiliates (old and new) to demonstrate:
    - A mission orientated culture
    - A kingdom spirit (non-denominational)
    - Integrity
    - Generosity (open hand)
    - Stewardship
    - Intentional focus on reaching people by the power of God's Word, through mass media

  2) To develop a Strong European Network which includes Associated Organisations (who are already established but not branded UCB) with the same vision and objectives.

"I drive around providing care for people in their own homes. UCB allows me to listen to music and conversation which encourages me and connects me to Jesus and my Christian family. This helps me to care for these people with compassion, wisdom and joy. Sometimes the days are long and hard, but I'm strengthened by tuning in and knowing I'm not alone. Bless you as you support us. You are doing a wonderful job"

Achievements and performance in 2022

- Developed our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe

What we aim to do in 2023

- Continue developing the European network of Affiliates, and associated organisations who are already established but not branded UCB

- Develop virtual and in person conferences
- Working with UCB International, foster relationships with other organisations who are interested in the UCB Word For Today on print and digital platforms

Capital expenditure

Longer term capital expenditure at the early stages of planning includes:

- Implementation of a new enterprise system enabling data to be integrated across the organisation
- Updating our Hanchurch Broadcast Centre to facilitate increased training activity as the UCB Academy

Volunteers and gifts-in-kind

Our Prayerline is resourced by 185 (124 phone, 30 email, 31 postal) trained volunteers supported by a small team of paid staff. Without volunteer help this vital ministry would simply not be possible. During 2022 this equated to 15,850 hours volunteered.

UCB also benefits from the help of approximately 5,500 active church advocates throughout the country. While it is not possible to accurately quantify the hours worked, these volunteers provide an essential connection between UCB and its supporters and beneficiaries at a grass roots level. We also benefit from a pool of casual volunteers who support the ministry in a variety of ways.

"Now that UCB 2 is on national DAB+ I am listening to much more of it on my DAB+ radios at home - it's great! Also, I can now listen to UCB 2 on my car radio on the way to work. I feel like I am part of one big family when I listen to UCB, just as if we are all included when we listen into the stations! I want to wholeheartedly thank each and every one of you so much"

There were no major gifts in kind during the year, although UCB aims to achieve synergy in effective partnerships with other organisations.

Financial review

The following information has been summarised from our Statement of Financial Activities:

	2022 £000
Income	
Donations: non-regular	3,373
Donations: regular	4,532
Gift Aid tax claimed	1,138
Legacies	324
Income from charitable activities	97
Income from investments	81
	9,545
Expenditure	
Raising funds:	
Fundraising & publicity	856
Charitable activities:	
Broadcasting	3,425
Publications	2,015
Other digital delivery (non-broadcasting)	473
OneHope	59
Prayerline	306
Charitable donations	383
Grants paid	447
Global broadcasting and publication support	200
	8,164
Surplus for the year	1,381

"I was booked in for a cataract operation, and the UCB Word For Today verse for the day was 'Your faith has made you well'. I was overjoyed not only about receiving my sight but about encountering Jesus afresh. I am so grateful to God for his wonderful love and care expressed to me through the medical staff at the hospital and my church family. Praise his wonderful name. I am still rejoicing daily"

Comments

We are continuing to adapt and develop our charitable activities following the onset of the Covid-19 pandemic in 2020.

There remains a concern regarding the long term effect on the economy including rising costs and the impact this may have on charitable giving. However despite these difficulties our income has continued to hold up well compared to what was an unexpectedly high level in 2020. High inflation cannot be ignored, including energy costs where UCB has been impacted by a very large increase. We have always freely given a message of Christian hope and this continues to be particularly well received by people from all walks of life in these continued times of uncertainty.

With the Covid-19 pandemic and its economic consequences still a major global issue and more recently the East-West tensions in Europe, it is impossible to accurately forecast over the longer term. However, our priority remains to manage our income and expenditure in a way which enables us to meet demand for our services as effectively as possible and explore new opportunities, while also maintaining a level of free reserves consistent with our strategy.

Reserves policy
Unrestricted funds (including a revaluation reserve of £196k) amounted to £8,932k. After deducting a total of £2,386k invested in fixed assets, free reserves amount to £6,546k or 9.6 months' expenditure (2021: £5,631k or 8.6 months' expenditure).

The Trustees have determined that the free reserves required to enable continuity of operations should not fall below 3 months' expenditure, approximately £2,041k (2021: £1,974k). The Trustees also take into account the following factors:

- Assessment of the increased level of reserves required to compensate for the risks that UCB faces, particularly the long term economic impact following the Covid-19 pandemic which could take several years to be fully evident.
- Options under consideration regarding longer term expenditure on enterprise systems and buildings ensuring that UCB remains fit for purpose in the future. This justifies currently holding higher free reserves in advance of such expenditure.
- The nature and amount of restricted funds held, particularly when they are due to be spent within the next 12 months and relate to operational costs which would otherwise be paid for out of free reserves. This would justify holding lower free reserves while the restricted funds are spent.

Our overall aim remains to maintain an appropriate level of reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against an assessment of our risks and committing to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

Summary of reserves

	2022 £000
Unrestricted funds:	
General reserve: undesignated	8,735
Revaluation reserve	196
Restricted funds:	
Prayerline	307
Charitable donations	4
Broadcasting costs (Radio)	92
	9,334

"The UCB Word For Today booklet spoke out loud, directly to me, helping to reassure me of God's Love for me. Even people in the Bible had made mistakes - our Christian life is a journey and hopefully one day we can use our experiences to help other people on their own journey"

The likely timing of the expenditure of restricted funds is as follows:

Prayerline
Funds received to be spent on Prayerline running costs over the next year

Charitable donations
Charitable donations scheduled to be made to the respective donations over the next year

Broadcasting costs (Radio)
Funds received to be spent on News and Current Affairs over the next year

Risk management including principal risks and uncertainties

Risks and the methods of controlling those risks are categorised into four areas which have been adapted from the Balanced Scorecard* model to more closely match UCB's charitable requirements:

Area	Balanced Scorecard equivalent
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

** Balanced Scorecard: An approach to strategic management which provides a clear prescription as to what organisations should measure in order to 'balance' a purely financial perspective.*

Risks are assessed for likelihood and severity, prioritised, and an evaluation made of what action needs to be taken in relation to the higher priority risks. This process is carried out annually or more frequently as required, with actions defined for each item as appropriate.

The major financial risk we face is the economic and inflationary environment following the Covid-19 pandemic, coupled with instability arising from East-West relations in Europe. Our income remains difficult to accurately predict and many of our costs are linked to high rates of inflation. The worst case scenario would be a sustained drop in income caused by a long term weakening of the economy, coupled with limited opportunities to reduce the cost of significant contracted expenditure underpinning our broadcasting and publishing activities. This would force us to re-evaluate our activities, potentially letting thousands of listeners and readers down at precisely the same time that the need for our services has never been greater.

Having reviewed the output of this risk management process and identified the risks as explained above, the Trustees confirm that the major risks identified to which UCB is exposed have been assessed and procedures established to manage those risks, allowing them to be mitigated as far as reasonably possible.

Other information

Equal Opportunities and Learning & Development

Our policies support our strategy for an inclusive workplace, promoting equal employment opportunities, equal access to services, equal access for personal and professional development and career progression and promotion in compliance with the Equality Act 2010. These are reviewed annually and updated in accordance with changes to legislation, statutory provision and best practice. We are accredited as a training centre with the Institute of Leadership and Management (ILM), and opportunities are presented to all members of staff to gain an accredited qualification, with other training being provided as appropriate. We confirm that all staff affected by these arrangements are made aware of them and that the operation and effectiveness of these arrangements is satisfactory.

Political and charitable contributions

During the year £830k (2021: £432k) was contributed to other Christian charitable organisations.

Investments

UCB does not currently hold any significant investments. Details concerning the power to hold investments are contained in UCB's Articles of Association.

Related parties

UCB owns 100% of the issued share capital of UCB Media Limited, a dormant trading subsidiary company.

UCB owns 19.2% of the issued share capital of UCB International Limited, a corporate charitable body registered in New Zealand whose charitable objectives are consistent with ours.

Structure, Governance and Management

Constitution

United Christian Broadcasters Limited (UCB) is a company limited by guarantee governed by its Articles of Association as amended on 12 February 2020 and 26 January 2023.

Affiliates

UCB voluntarily provides informal support to a number of autonomous charitable Christian media organisations primarily located in Europe. These organisations are referred to as Affiliates. UCB facilitates the sharing of skill, resources and mutual prayer support.

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

- Their existing skills, experience, availability and knowledge of UCB.
- A periodic review of the current Board of Trustees, in particular identifying any shortfalls which could be met by potential candidates.
- The ability to demonstrate a real passion to contribute to fulfilling UCB's objectives.

Potential Trustees are put through an induction process that is carried out prior to appointment. As part of this induction a full package of background information is supplied to the candidate, a skill and experience audit is completed and assessed for compatibility with UCB's requirements, and the candidate attends at least one Trustees' meeting prior to appointment.

Trustees are appointed by Ordinary Resolution. Trustees can also be re-appointed following expiry of their fixed term of office of three years.

On appointment and each year thereafter, every Trustee is required to confirm in writing that he or she:

- Is willing to act as a Trustee/director of UCB
- Is fully able to accept UCB's Statement of Faith and that there is no additional doctrine that they believe which would detract from or is inconsistent with this statement
- Will use their best endeavours to meet their obligations as a Trustee/director of UCB
- Will promote the success of UCB
- Understand UCB's charitable objects, powers and rules set out in its Articles of Association
- Have declared any conflict of interest they or any related parties have, regardless of whether UCB has entered or proposes to enter into any such transactions
- Is willing to be DBS checked if required
- Is a "fit and proper" person as defined by HMRC, or if not has informed the Company Secretary. Note: this point also applies to Senior Management
- Is not automatically disqualified as a Trustee for any of the reasons listed in the Charities (Protection and Social Investment) Act 2016

Our Trustee training policy is to review the general balance of skills and experience at least once a year and provide training as required, either to individual Trustees or the Board as a whole. This is provided in-house or externally as appropriate.

Management

The day-to-day management of the charity is delegated to the Chief Executive Officer, working with an Executive team and other staff.

Remuneration

Each year UCB compares the remuneration of all staff, including the Executive team, with independently researched data including a detailed analysis of charity pay throughout a broad range of job roles, charity sizes, and geographical areas. In the intervening time between publication of this data and any changes to remuneration, an inflationary adjustment and a review of pay metrics published by such organisations as the Office for National Statistics are also taken into account. The current Living

Wage is also considered when reviewing lower paid staff. After having taken these factors into account, it is UCB's aim that no person should receive more than the upper quartile of the benchmarked remuneration relevant to their role depending on their skills and experience, or receive less than the lower quartile (or the Living Wage if higher).

Governance Code
The Charity Governance Code is periodically reviewed by the Trustees, and it is felt that no significant changes need to be made to UCB's governance, although this is regularly kept under review. The Trustees have an appropriate balance of skills and experience, underpinned by individual commitment to UCB's charitable aims.

Fundraising
With regard to UCB's approach to fundraising, UCB uses the following Fundraising Mission Statement:

'Fundraising is first and foremost a form of ministry. It is a way of announcing our vision and inviting other people into our mission.' (Henri J.M. Nouwen, 'A Spirituality of Fundraising')

Funds raised are the fruit of the community between God, UCB and our supporters. God's Word and prayer are at the heart of all our Fundraising activities, on air, online and in the post. We have the confidence and freedom in God to invite willing people to build a lasting relationship with us and invest in His work. Everything we have is from our generous God. Working in unity glorifies Him and achieves His purpose.

God's Word is desperately needed throughout our nation. We ask for support on behalf of each person whose life has been impacted and will be impacted.

We pray, we celebrate and we give thanks for every donation, every prayer and every life changed. In obeying God's leading and trusting His provision, we will honour and respect our supporters. In our Fundraising, we are accountable to God, to our supporters and to each other.

We commit to the following:

- Adherence to God's principles in asking for support (Exodus chapters 35-36, 1 Chronicles chapter 29, 2 Corinthians chapters 8-9)
- Adherence to governing and regulatory bodies, e.g. Charity Commission, OFCOM, Information Commissioner's Office, Institute of Fundraising Codes of Practice, Fundraising Regulator
- Updating our supporters on the impact of what has been achieved through their donations
- Offering a range of opportunities for people to invest in the work of UCB (e.g. prayer, financial, time, skills, knowledge)
- Maintaining accurate records of our donors' financial investment
- Being good stewards of donors' gifts and treat every donation as a gift from God

Additionally, UCB does not engage professional fundraisers or commercial participators. However, in the likelihood of this changing, UCB would ensure a contract is agreed in line with current law and regulations, detailing the work to be carried out on both sides and highlighting the legal requirement for the supplier to declare their remuneration.

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from CIoF continuous improvement professional development.

UCB has a process in place should we receive any fundraising complaints; we advise the complainant that UCB subscribes to the Fundraising Regulator and advises that if they are not satisfied with our handling of their complaint, to contact the Fundraising Regulator directly. UCB monitors and reports internally on fundraising complaints on a monthly basis and submits an annual return to the Fundraising Regulator. We received only 44 complaints related to fundraising in 2022 (18 by post, 20 by email and 6 by telephone). In addition, 15 complaints received online were via the Fundraising Preference Service. Whilst every complaint is of great concern to UCB and is taken seriously, we

believe that this low level of complaints demonstrates the trust, confidence and satisfaction that individuals have with our fundraising activities.

It is never our intention to put members of the public - including vulnerable people - under undue pressure to give. We are committed to a sensitive, balanced fundraising approach; not unreasonable intrusion or undue pressure. We also have a policy and procedures to protect and safeguard vulnerable individuals who engage with our ministry, highlights of which include:

- If an adult with care and support needs gives or attempts to give a donation, UCB may advise them not to donate, refuse or return the donation
- If a vulnerable adult attempts to sign a friend up to UCB's mailing list, we may advise them to ask their friend to contact us, or refuse to process the request
- Guidance on how to recognise and respond to an allegation or suspicion of abuse
- An ethical policy which recognises that some donations should be refused for various reasons, for example if the donor is vulnerable

Trustees' responsibilities

The Trustees, who are also the Directors of United Christian Broadcasters Limited for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law, Statements of Recommended Practice and United Kingdom Generally Accepted Accounting Practice ("the law and regulations").

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice ("SORP");
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's financial transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. 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.

Disclosure of information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's Auditor in connection with preparing the audit report) of which the charity's Auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's Auditor is aware of this information.

Charity information

Registered name
United Christian Broadcasters Limited

Other names used
UCB, UCB 1, UCB 2, UCB Player, The UCB Word For Today, Word For You, The UCB Word for Today – Just for You, OneHope, UCB Prayerline

Registered charity number
299128

Registered company number
2182533 (registered in England and Wales)

Registered office
Hanchurch Christian Centre
Hanchurch Lane
Stoke-on-Trent ST4 8RY

Operations centre
Westport Road
Burslem
Stoke-on-Trent ST6 4JF

Trustees
Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:
A Scotland
D Stacey
E D Edwards
S McCrossan
N Elliott
M Oakes (resigned 29 July 2022)

Senior staff
D L'Herroux (Chief Executive Officer)
R Willoughby (Company Secretary)
A Macpherson
S Ferguson
I De Soyza
D Taviner
M Oakes (appointed 1 January 2023)

Bankers
HSBC UK Bank plc
Crown Bank
Hanley
Stoke-on-Trent
ST1 1DA

AIB Group (UK) plc t/a AIB (NI)
11-15 Donegall Square North
Belfast BT1 5GB

Allied Irish Banks plc
7/12 Dame Street
Dublin 2

Solicitors
Anthony Collins
134 Edmund Street
Birmingham B3 2ES

Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors
The auditors, Crowe U.K.LLP, who were appointed during the year, will be proposed for reappointment in accordance with section 385 of the companies Act 1985.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2022

The Trustees' report comprising Welcome, Strategic Report and Other information, was approved by the Trustees on 12.7.23 and signed on their behalf by:



A Scotland
Chairman

Opinion

We have audited the financial statements of United Christian Broadcasters ('the charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in

accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were Ofcom requirements.

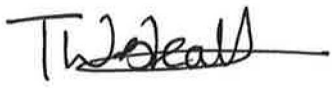
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within legacy and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date 10 August 2023

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	2022 £ Unrestricted	2022 £ Restricted	2022 £ Total	*Restated 2021 £ Total*
INCOME FROM					
Activities to generate funds:					
Donations and legacies	4	**7,042,534**	**2,323,729**	**9,366,263**	*9,431,947*
Government grant income		-	-	-	*7,054*
Investments		**80,991**	-	**80,991**	*6,296*
Charitable activities	5	**97,069**	-	**97,069**	*64,633*
Total income		**7,220,594**	**2,323,729**	**9,544,323**	*9,509,930*
EXPENDITURE ON					
Raising funds	6	**855,609**	-	**855,609**	*742,266*
Net income available for charitable application		**6,364,985**	**2,323,729**	**8,688,714**	*8,767,664*
Charitable activities	6	**5,159,061**	**2,148,801**	**7,307,862**	*7,154,036*
Total expenditure		**6,014,670**	**2,148,801**	**8,163,471**	*7,896,302*
Net movement in funds		**1,205,924**	**174,928**	**1,380,852**	*1,613,628*
Total funds brought forward	16	**7,725,398**	**228,051**	**7,953,449**	*6,339,821*
Total funds carried forward	16	**8,931,322**	**402,979**	**9,334,301**	*7,953,449*

All income and expenditure derived from continuing activities. The notes on pages 23 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
REGISTERED COMPANY NUMBER: 02182533
BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note	2022 £	2022 £	*Restated 2021 £*	*Restated 2021 £*
Fixed Assets					
Intangible assets	**10**		**137,700**		*135,250*
Tangible assets	**11**		**2,247,642**		*2,116,948*
Investments	**12**		**312**		*312*
			2,385,654		*2,252,510*
Current Assets					
Debtors: amounts falling due within one year	**13**	**580,427**		*480,292*	
Cash at bank and in hand		**7,202,655**		*5,790,488*	
		7,783,082		*6,270,780*	
Creditors: amounts falling due within one year	**14**	**(773,655)**		*(569,841)*	
Net Current Assets			**7,009,427**		*5,700,939*
Total Assets less Current Liabilities			**9,395,081**		*7,953,449*
Creditors: amounts falling due after more than one year	**15**		**(60,780)**		-
Net Assets			**9,334,301**		*7,953,449*
Funds of the charity					
Unrestricted funds:					
General reserve	**16**		**8,735,209**		*7,521,884*
Revaluation reserve	**16**		**196,113**		*203,514*
Restricted funds	**16**		**402,979**		*228,051*
			9,334,301		*7,953,449*

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 12.7.23

A Scotland

D Stacey

The notes on pages 23 to 41 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	2022 £	*Restated 2021 £*
Net cash provided by operating activities	22	**1,566,440**	*1,815,568*
Cash flows from investing activities			
Interest received		**80,991**	*6,296*
Purchase of property, plant and equipment		**(346,457)**	*(201,606)*
Net cash used in investing activities		**(265,466)**	*(195,310)*
Cash flows from financing activities:			
Payments under hire purchase agreements		**(71,278)**	*(31,003)*
New hire purchase agreements		**182,471**	*-*
Net cash used in financing activities		**111,193**	*(31,003)*
Change in cash and cash equivalents in the reporting period		**1,412,167**	*1,589,255*
Cash and cash equivalents at the beginning of the reporting period		**5,790,488**	*4,201,233*
Cash and cash equivalents at the end of the reporting period		**7,202,655**	*5,790,488*

The notes on pages 23 to 41 form part of the financial statements.

1. BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements have been prepared under historical cost convention. United Christian Broadcasters Limited meets the definition of a public benefit entity under FRS 102.

Under Section 405 of the Companies Act 2006, consolidated accounts have not been prepared as the inclusion of the dormant subsidiary, UCB International, is not material for the purpose of giving a true and fair view. Therefore these financial statements present information on the parent entity as an individual undertaking only. See note 12 for further information on this company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Legal Status of the Charity

United Christian Broadcasters Limited (UCB) was incorporated in the United Kingdom as a private company limited by guarantee (registered no. 02182533) on 23 October 1987 and has no share capital.

The liability of members in the event of winding up is limited to an amount not exceeding £1 per members; the number of members as at 31 December 2017 was three.

UCB is also registered as a charity with the Charity Commission (registered no. 299128).

(b) Registered and principle office

The registered office of UCB is Hanchurch Christian Centre, Hanchurch Lane, Stoke-on-Trent, ST4 8RY.

The principal office of UCB is Westport Road, Burslem, Stoke-on-Trent, ST6 4JF.

(c) Going concern

The Trustees have determined that there are no material uncertainties over the charitable company's ability to continue as a going concern. Financial projections including forecast monthly cash flow, surplus / (deficit) and balance sheet have been prepared for the period ended 31st December 2027 indicating that there will be adequate free reserves throughout the whole period. Accordingly, the Trustees believe it is appropriate to prepare the financial statements on the going concern basis.

(d) Fixed assets and depreciation

Depreciation is provided by the charity to write off the cost or valuation of tangible fixed assets over their estimated useful economic lives as follows:

Freehold buildings	-	2% per annum straight line
Plant and equipment	-	20% per annum straight line
Fixtures and fittings	-	8% per annum straight line
Motor vehicles	-	20% per annum straight line
IT equipment	-	25% per annum straight line

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)

The charity has a policy, capitalising fixed assets where expenditure on such assets is in excess of £1,000. The amounts capitalised are net of recoverable VAT.

No depreciation is charged on land.

(e) Investments

Since none of the investments held by the charitable company are quoted on a recognised stock exchange and the amounts concerned are not material, they are recorded at cost.

(f) Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gain or loss on translation is included in the Statement of Financial Activities.

(g) Income

Donations and legacies are accounted for based on either on settlement of the estate, or on receipt of payment, whichever is the earlier. Where pecuniary legacies are of a size that is apparent they will be paid, these are recognised at the point of probate.

This is a change in policy as legacies were accrued once sufficient information had been received to estimate the amount receivable, and probate had been granted.

Other income is also accounted for on the accruals basis.

Income from government grants is recognised when there is entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Where entitlements occurs before income is received, the income is accrued. Where income is received in advance of there being entitlement to the funds the income is deferred.

(h) Expenditure

Expenditure is accounted for on the accruals basis.

Fundraising and publicity costs include all direct costs, together with a proportion of appropriate overheads.

Charitable activities include the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on either an estimate of time or floor space basis, as appropriate. Ancillary expenditure relates to all directly attributable costs regarding One Hope.

Support costs comprise service costs which have been allocated to the cost categories disclosed in the Statement of Financial Activities on either an estimate time or floor space basis, as appropriate.

Governance costs comprise of constitutional and statutory requirements incurred in the general running of the charitable company.

Grants are recognised when a constructive obligation arises, resulting in the payment being committed to.

Employee terminations: A redundancy situation arises where the requirement for an employee to undertake work of a particular kind has ceased or diminished. One such redundancy occurred in the year.

(i) Pension costs

The charitable company contributes to a defined contribution pension scheme on behalf of its employees. The amount charged in the Statement of Financial Activities represents the contributions payable to the schemes in respect of the accounting period.

(j) Debtors

Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Funds

Unrestricted funds are funds that are available for use at the discretion of the Trustees in furtherance of the objects of the charitable company.

Restricted funds are amounts which have been earmarked by the donors for specific purposes.

(m) Financial instruments

United Christian Broadcasters Limited only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets comprise of cash, accrued income and trade debtors. Financial liabilities include trade creditors, accruals, hire purchase arrangements and bank loans.

(n) Significant estimates and judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of intangible and tangible assets
The annual amortisation and depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 10 and 11 for the carrying amount of the intangible and tangible assets and notes 1(d) and 1(t) for the useful lives for each class of asset.

Legacies:
Receipt of a legacy, in whole or in part, is only considered probable on receipt of estate accounts for residuary legacies, or for pecuniary legacies, at the point of probate.

(o) Software

New software costing up to £1,000 is fully written off in the period incurred. New software costing over £1,000 is written off over a period of five years on a straight line basis due to the current rapid rate of the technological progress. Support and maintenance costs are recognised in the period to which they relate.

(p) Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

(q) Finance leases

Assets obtained under finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over their useful economic lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors. The finance leases held by the charitable company at the financial year end are for IT equipment.

(r) Grants

Grants are accrued by the charity to the extent that there is a constructive obligation in place and grantees have a reasonable expectation that the grant will be receivable at a future date.

(s) Taxation

The company is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

2. ACCOUNTING POLICIES (CONTINUED)

(s) VAT
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(t) Intangible assets and amortisation
Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2021
(Including an Income and Expenditure Account)

	Note	*Restated 2021 £ Unrestricted*	*2021 £ Restricted*	*Restated 2021 £ Total*
INCOME FROM				
Activities to generate funds:				
Donations and legacies	4	*7,380,418*	*2,051,529*	*9,431,947*
Government grant income		*7,054*	-	*7,054*
Investments		*6,296*	-	*6,296*
Charitable activities	5	*64,633*	-	*64,633*
Total income		*7,458,401*	*2,051,529*	*9,509,930*
EXPENDITURE ON				
Raising funds	6	*742,266*	-	*742,266*
Net income available for charitable application		*6,716,135*	*2,051,529*	*8,767,664*
Charitable activities	6	*5,233,226*	*1,920,810*	*7,154,036*
Total expenditure		*5,975,492*	*1,920,810*	*7,896,302*
Net movement in funds		*1,482,909*	*130,719*	*1,613,628*
Total funds brought forward		*6,242,489*	*97,332*	*6,339,821*
Total funds carried forward	17	*7,725,398*	*228,051*	*7,953,449*

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2022 Total £	*Restated 2021 Total £*
Non-regular donations	**2,089,711**	**1,282,819**	**3,372,530**	*3,785,155*
Regular donations	**3,688,636**	**843,601**	**4,532,237**	*4,367,708*
Income tax repayments	**940,318**	**197,309**	**1,137,627**	*1,138,637*
Legacies	**323,869**	**-**	**323,869**	*140,447*
	7,042,534	**2,323,729**	**9,366,263**	*9,431,947*

5. INCOME FROM CHARITABLE ACTIVITIES

	2022 £	*2021 £*
Video	**41,000**	*44,600*
Other services	**48,623**	*12,596*
One Hope	**7,446**	*7,437*
	97,069	*64,633*

Total income of £9,544,323 was generated from the UK - £9,405,952 (restated *2021: £9,360,042*), Europe - £49,532 (*2021: £64,912*), Rest of the World - £88,839 (*2021: £84,976*).

6a. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Other Direct Costs	Support Costs	Depreciation	Total 2022	*Total 2021*
	£	£	£	£	£	*£*
Cost of generating funds						
Fundraising and publicity costs	373,535	406,835	71,042	4,197	855,609	*742,266*
	373,535	406,835	71,042	4,197	855,609	*742,266*
Charitable activities						
Broadcasting – UK and Europe:						
Radio	1,103,310	1,810,881	99,738	62,235	3,076,164	*3,539,681*
Video	162,162	112,020	47,077	27,278	348,537	*328,412*
Publications:						
Word for Today	626,073	736,758	123,832	69,244	1,555,907	*1,467,948*
One Hope	81,647	30,110	11,221	2,098	125,076	*130,349*
Other resources	80,934	232,991	13,707	6,295	333,927	*311,630*
Other digital delivery (non-broadcasting)	303,431	83,902	64,594	20,983	472,910	*430,192*
One Hope	30,312	11,717	8,942	2,098	53,069	*49,629*
Prayerline	214,917	52,414	30,746	8,393	306,470	*290,595*
Ancillary expenditure: One Hope	-	6,146	-	-	6,146	*5,814*
Charitable donations	-	382,852	-	-	382,852	*314,026*
Grants paid	-	446,696	-	-	446,696	*117,540*
Global broadcasting and publication support	111,721	63,811	14,084	10,492	200,108	*168,220*
Total charitable expenditure	2,714,507	3,970,298	413,941	209,116	7,307,862	*7,154,036*
Total Resources expenditure	3,088,042	4,377,133	484,983	213,313	8,163,471	*7,896,302*

6b. SUPPORT COSTS	Operational and Governance £	Finance £	Information Systems £	Total 2022 £	*Total 2021 £*
Cost of generating funds:					
Fundraising and publicity	**16,903**	**34,857**	**19,282**	**71,042**	*57,882*
Charitable activities					
Broadcasting – UK and Europe:					
Radio	**43,280**	**13,071**	**43,387**	**99,738**	*90,200*
Video	**21,694**	**6,100**	**19,283**	**47,077**	*42,875*
Publications:					
Word for Today	**52,003**	**22,657**	**49,172**	**123,832**	*114,613*
One Hope	**5,622**	**1,743**	**3,856**	**11,221**	*11,342*
Other resources	**6,179**	**1,743**	**5,785**	**13,707**	*12,528*
Other digital delivery (non-broadcasting)	**29,198**	**2,614**	**32,782**	**64,594**	*56,864*
One Hope	**5,271**	**1,743**	**1,928**	**8,942**	*8,726*
Prayerline	**20,233**	**871**	**9,642**	**30,746**	*29,403*
Global broadcasting and publication support	**4,628**	**1,743**	**7,713**	**14,084**	*11,685*
Total charitable expenditure	**205,011**	**87,142**	**192,830**	**484,983**	*436,118*

Included in the above are governance costs of £39,965 (*2021: £29,102*).

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

	2022 £	*2021 £*
UCB Deutschland	**174,463**	*22,533*
MTU Raadio 7 UCB Meedia	**55,446**	*58,681*
UCB Switzerland	**173,049**	*36,326*
UCB Italia	**43,738**	*-*
	446,696	*117,540*

During the year the charitable company made grants to the above organisations for the furtherance of Word For Today publications and broadcasting activity.

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

	2022 £	2021 £
Net incoming resources are stated after charging:		
Auditor's remuneration - in respect of audit	**17,545**	*15,950*
Depreciation	**189,244**	*134,531*
Amortisation	**24,069**	*36,565*
Operating lease payments	**1,204,947**	*1,813,989*
(Loss)/gain on exchange rate	**(2,480)**	*1,885*

9. STAFF NUMBERS AND COSTS

The average full-time equivalent number of persons employed by the charitable company during the year was as follows:

	2022 No.	2021 No.
Costs of generating funds	**10**	*11*
Direct charitable expenditure	**83**	*82*
	93	*93*

The average headcount of persons employed by the charitable company during the year was as follows:

	2022 No.	2021 No.
Costs of generating funds	**11**	*12*
Direct charitable expenditure	**92**	*90*
	103	*102*

The aggregate payroll costs of these persons were as follows:

	2022 £	2021 £
Salaries	**2,700,183**	*2,538,571*
Social security costs	**244,830**	*227,150*
Other pension costs	**143,029**	*138,509*
	3,088,042	*2,904,230*

9. STAFF NUMBERS AND COSTS (CONTINUED)

The number of employees earning in excess of £60,000 per annum are detailed below:

	2022 No.	*2021 No.*
£60,001 to £70,000	4	*4*
£70,001 to £80,000	1	*-*
£90,001 to £100,000	1	*1*

Defined money purchase contributions payable with regard to the above totalled £23,455 *(2021: £16,036)*.

Remuneration to Trustees amounting to £150 was made during the year *(2021: £400)*. This was paid to 1 (2021: 2) Trustee(s) for speaking at staff meetings and leading worship.

Reimbursement of travel and accommodation expenses amounting to £11,643 was made during the year *(2021: £1,181)* to 6 Trustees *(2021: 5)*.

Redundancy and settlement payments were made during the year totalling £4,847 to 1 individual (*2021: £9,061 to 2 individuals*). No amounts were outstanding at the year end.

The remuneration of the senior management team (including employer NI and pension contributions) was:

	2022 £	*2021 £*
Senior management team remuneration	496,779	*477,370*

The senior management team consists of 6 members of staff in 2022 *(2021: 6)*, CEO, Company Secretary, IT and Technical Director, Operations Director, Academy Development Director and Broadcasting Director.

UCB also paid the Company Secretary £nil *(2021: £3,150)* for maintenance of the statutory records of nil (*2021:10)* non-trading companies created to protect UCB's intellectual property, on invoice to Richard Willoughby Business Consultancy.

UCB provides the CEO with free accommodation on-site should it be required. The tax due on the benefit for the CEO was met through payroll during the year.

M Oakes was a Trustee during the year until 29 July 2022. During this time as a Trustee, UCB remunerated the following amounts: Communications consultancy £17,710 (*2021: £nil*), leading worship music £150 (*2021: £150*) and general travel and subsistence £349 (*2021: £50*). This provision of services was made in accordance with the provisions of Section 185 of the Charities Act 2011.

10. INTANGIBLE FIXED ASSETS

	Software £
Cost/valuation	
At 1 January 2022	*740,852*
Additions	**26,519**
At 31 December 2022	**767,371**
Amortisation	
At 1 January 2022	*605,602*
Charge for year	**24,069**
At 31 December 2022	***629,671***
Net book value	
At 31 December 2022	**137,700**
At 31 December 2021	*135,250*

11. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
Cost/valuation						
At 1 January 2022	*2,978,488*	*580,696*	*410,006*	*26,565*	*837,017*	*4,832,772*
Additions	-	**5,731**	-	-	**314,207**	**319,938**
Disposals	-	-	-	-	**(2,575)**	**(2,575)**
At 31 December 2022	**2,978,488**	**586,427**	**410,006**	**26,565**	**1,148,649**	**5,150,135**
Depreciation						
At 1 January 2022	*1,163,635*	*490,766*	*300,696*	*26,565*	*734,162*	*2,715,824*
Charge for year	**52,420**	**27,386**	**12,413**	-	**97,025**	**189,244**
Disposals	-	-	-	-	**(2,575)**	**(2,575)**
At 31 December 2022	**1,216,055**	**518,152**	**313,109**	**26,565**	**828,612**	**2,902,493**
Net book value						
At 31 December 2022	**1,762,433**	**68,275**	**96,897**	-	**320,037**	**2,247,642**
At 31 December 2021	*1,814,853*	*89,930*	*109,310*	-	*102,855*	*2,116,948*

Included in freehold land and buildings is land which cost £358,739 *(2021: £358,739)* which is not subject to depreciation.

The freehold land and buildings included in the financial statements at book value were professionally valued on 30 June 1999 by Louis Taylor, Chartered Surveyors, at £1,850,000 on an open market basis. All subsequent additions have been capitalised at cost.

The cost of freehold land and buildings, determined according to the historic cost accounting rules is as follows:

	2022 £	*2021 £*
Cost	**2,486,576**	*2,486,576*
Aggregate depreciation	**(1,042,138)**	*(997,119)*
Net book value	**1,444,438**	*1,489,457*

Assets held under hire purchase agreement are as follows:

	2022 £	*2021 £*
Cost	**719,650**	*537,179*
Aggregate depreciation	**(598,307)**	*(521,603)*
Net book value	**121,343**	*15,576*

12. INVESTMENTS

	2022 £	*2021 £*
Shares in group companies	**312**	*312*

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 *(2021: £2)*. The company has the same registered office address as its parent charity.
- 960 NZ $1 ordinary shares in UCB International Limited, (*2021: 960*) being a 19.2% holding in the company which is registered in New Zealand (*2021: 19.2%*). The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2022 was NZ $735,281 *(2021: NZ $630,612)* and the net surplus was NZ $54,748 *(2021: NZ $17,465)*.
- Net assets at the year ended 31 March 2022 were NZ $130,640 *(2021: NZ $75,893)*.
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

13. DEBTORS: Amounts falling due within one year

	2022 £	*Restated 2021 £*
Trade debtors	**71**	*5,784*
Accrued income	**261,221**	*121,153*
Prepayments	**319,135**	*353,355*
	580,427	*480,292*

14. CREDITORS: Amounts falling due within one year

	2022 £	*2021 £*
Hire purchase account	**60,780**	*10,367*
Trade creditors	**228,746**	*199,568*
Taxation and social security	**79,555**	*68,917*
Other creditors	**212,811**	*56,091*
Accruals	**191,763**	*234,898*
	773,655	*569,841*

15. CREDITORS: Amounts falling due after more than one year

	2022 £	*2021 £*
Obligations under hire purchase contracts		
Between one and two years	60,780	-
	60,780	-

16. RESERVES

	Restated At 1 January 2022 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2022 £
Movement in Reserves					
Restricted Reserves	*228,051*	2,323,729	(2,148,801)	-	402,979
Revaluation Reserve	*203,514*	-	-	(7,401)	196,113
General Reserve	*7,521,884*	7,220,594	(6,014,670)	7,401	8,735,209
Total Reserves	*7,953,449*	9,544,323	(8,163,471)	-	9,334,301

	At 1 January 2022 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2022 £
Restricted Reserves					
Fundraising and Publicity	*1,015*	-	(1,015)	-	-
UCB Albania	-	400	(400)	-	-
Broadcasting costs (Radio)	-	1,864,535	(1,772,185)	-	92,350
Word for Today	-	16,020	(16,020)	-	-
Charitable donations	*5,449*	3,404	(5,450)	-	3,403
Prayerline	*221,042*	439,370	(353,186)	-	307,226
IT Appeal	*545*	-	(545)	-	-
Total Restricted Reserves	*228,051*	2,323,729	(2,148,801)	-	402,979

16. RESERVES (CONTINUED)

	Restated At 1 January 2021	*Restated Incoming Resources*	*Outgoing Resources*	*Transfers*	*Restated At 31 December 2021*
	£	£	£	£	£
Movement in Reserves					
Restricted Reserves	*97,332*	***2,051,529***	***(1,920,810)***	***-***	***228,051***
Revaluation Reserve	*210,915*	***-***	***-***	***(7,401)***	***203,514***
General Reserve	*6,031,574*	***7,458,401***	***(5,975,492)***	***7,401***	***7,521,884***
Total Reserves	*6,339,821*	***9,509,930***	***(7,896,302)***	***-***	***7,953,449***

	At 1 January 2021	***Incoming Resources***	***Outgoing Resources***	***Transfers***	***At 31 December 2021***
	£	**£**	**£**	**£**	**£**
Restricted Reserves					
Fundraising and Publicity	*-*	***1,015***	***-***	***-***	***1,015***
UCB Albania	*399*	***300***	***(699)***	***-***	***-***
Academy	*112*	***-***	***(112)***	***-***	***-***
Broadcasting costs (Radio)	*-*	***1,540,928***	***(1,540,928)***	***-***	***-***
Word for Today	*-*	***9,009***	***(9,009)***	***-***	***-***
Charitable donations	*4,019*	***1,430***	***-***	***-***	***5,449***
Prayerline	*69,807*	***498,847***	***(347,612)***	***-***	***221,042***
IT Appeal	*22,545*	***-***	***(22,000)***	***-***	***545***
Video	*450*	***-***	***(450)***	***-***	***-***
Total Restricted Reserves	*97,332*	***2,051,529***	***(1,920,810)***	***-***	***228,051***

The general reserve represents the working capital of the charity. The revaluation reserve was the surplus recognised on the revaluation of the freehold land and buildings; the excess depreciation over the amount calculated on the historic cost is transferred to the general reserve each year.

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £2,323,729 (*2021: £2,051,529*).

Charitable donations received totalled £3,404 (*2021: £1,430*). Donation payments are scheduled to be made to the respective organisations during 2023.

Prayerline: Funds totalling £439,370 (*2021: £498,847)* were received to be spent on Prayerline running costs, including Prayerline Officer, consultancy and a new call management system.

Fundraising and Publicity: Funds totalling £nil (*2021: £1,015*) were received for the purchase of display stands during 2022.

IT appeal: UCB received £nil (*2021: £Nil*) towards the cost of upgrading technological equipment over the next few years. There is £nil *(2021: £545)* remaining on this fund to be spent.

16. RESERVES (CONTINUED)

Broadcasting costs (Radio): Funds of £1,864,535 earmarked for radio costs were received in the year (*2021: £1,540,928*). An amount of £93k was specifically received for the News and Current Affairs Team (NCAT) 'Two year development plan', the balance (£92,350) to be expended during 2023 and 2024.

Word for Today: Funds totalling £16,020 restricted towards Word for Today costs, were received in the year (*2021: £9,009*), and fully expended.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2022 Unrestricted Funds £	2022 Restricted Funds £	2022 Total Funds £
Fixed assets	**2,385,654**	**-**	**2,385,654**
Current assets	**7,380,103**	**402,979**	**7,783,082**
Current liabilities	**(773,655)**	**-**	**(773,655)**
Non-current liabilities	**(60,780)**	**-**	**(60,780)**
	8,931,322	**402,979**	**9,334,301**

	Restated 2021 Unrestricted Funds £	*2021 Restricted Funds £*	*Restated 2021 Total Funds £*
Fixed assets	*2,252,510*	*-*	*2,252,510*
Current assets	*6,042,729*	*228,051*	*6,270,780*
Current liabilities	*(569,841)*	*-*	*(569,841)*
	7,725,398	***228,051***	***7,953,449***

18. PENSION COSTS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £143,029 *(2021: £138,509)*. Contributions totalling £22,216 *(2021: £nil)* were payable to the fund at the year end and are included in other creditors.

19. RELATED PARTY TRANSACTIONS

During the year the charitable company had transactions with the following relates parties:

UCB International
There were £294,621 donation payments transactions (*2021:* £237,426) with UCB International Limited, a company in which it owns 19.2% (*2021: 19.2%*) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Affiliates
The charitable company acts as an informal European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other autonomous Christian broadcasters and publishers primarily throughout Europe.
Grants were made to various related parties during the current and previous financial year; as detailed below:

Name of grantee	**2022 Grant**	**2022 Year end creditor**	*2021 Grant*	*2021 Year end Creditor*
	£	**£**	*£*	*£*
UCB France	**-**	**-**	*22,533*	*5,461*
UCB Switzerland	**119,424**	**53,625**	*36,326*	*-*
UCB Ireland	**-**	**-**	*-*	*-*
	119,424	**53,625**	*58,859*	*5,461*

David L'Herroux is on the board of UCB France and UCB Switzerland. Full disclosure was made to the Chair of the Trustees, Alan Scotland. The charitable company owns the building occupied by UCB Ireland and the following Trustees and officer of the charitable company are Members of UCB Ireland: A Scotland, D Stacey, R Willoughby. R Willoughby also acts as Company Secretary for UCB Ireland.

UCB Ireland also received the following financial support:

	2022	*2021*
	£	*£*
Salary, social security and other pension costs of Station Manager employed by UCB	**53,628**	*51,082*
Office rent charged at less than market value	**4,186**	*4,186*
	57,814	*55,268*

During the year, rent of €5,000 (*2021: €5,000*) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

Invoices totalling £33,302 (*2021: £25,178)* were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement.

There was a donation of £nil (*2021: £5,000)* made to the Awareness Foundation. Alan Scotland is a Trustee of UCB and of the Awareness Foundation, although Alan Scotland was not party to the decision to award the donation.

Donations by Trustees totalled £2,223 (*2021: £1,260*) during the financial year.

A ministry gift of £250 (2021: nil) was made to Daniel L'Herroux, brother of UCB's CEO. This payment was authorised by Alan Scotland, Chair of the Trustees.

20. CAPITAL COMMITMENTS

There were capital commitments at 31 December 2022 of £65,721 contracted for but not provided for in the financial statements (*2021: £206,615*). These relate to PrimeNet orders for Dell Tape Drive bundles (£36,577) and barcode switches (£33,444).

21. OTHER OPERATING COMMITMENTS

At the year end, the charitable company had total future minimum lease payments under non-cancellable operating leases as follows:

	2022	*2021*
	£	*£*
Expire less than one year	**1,117,768**	*1,184,136*
Expire between two and five years	**3,359,154**	*4,203,141*
More than five years	**540,495**	*541,676*
	5,017,417	*5,928,953*

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	*Restated 2021*
	£	*£*
Net income for the year	**1,380,852**	*1,613,628*
Adjustments for:		
Depreciation charges	**189,244**	*134,531*
Amortisation charges	**24,069**	*36,565*
Interest receivable	**(80,991)**	*(6,296)*
(Increase)/decrease in debtors	**(100,135)**	*58,892*
Increase/(decrease) in creditors	**153,401**	*(21,752)*
Net cash provided by operating activities	**1,566,440**	*1,815,568*

23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2022	**Cash Flows**	**At 31 December 2022**
	£	**£**	**£**
Cash at bank and in hand	*5,790,488*	**1,412,167**	**7,202,655**
Debt due within one year	*(10,367)*	**(50,413)**	**(60,780)**
Debt due after one year	*-*	**(60,780)**	**(60,780)**
	5,780,121	**1,300,974**	**7,081,095**

The debt due within one year and after one year relates to hire purchase finance agreements.

	At 1 January 2021	*Cash Flows*	*At 31 December 2021*
	£	*£*	*£*
Cash at bank and in hand	*4,201,233*	*1,589,255*	*5,790,488*
Debt due within one year	*(31,027)*	*20,660*	*(10,367)*
Debt due after one year	*(10,342)*	*10,342*	*-*
	4,159,864	*1,620,257*	*5,780,121*

24. CHANGE IN ACCOUNTING POLICIES

In 2022 UCB changed its accounting policy for the recognition of legacies. Previously legacy income was recognised on notification of entitlement on probate and the legacy valued at probate or estimated market value; reviewed and adjusted up to two months of the year-end.

Legacies are now accounted for based on either on receipt of estate accounts, or on receipt of payment, whichever is the earlier. Where pecuniary legacies are of a size that is apparent, they will be paid, these are recognised at the point of probate.

The 2021 comparatives have been restated to show the prior year adjustment arising from the change in accounting policy. After taking account of this adjustment, free reserves and total funds as at 1st January 2021 and 31st December 2021 have decreased by £94k and £158k respectively.

	At 1 January 2021	At 31 December 2021
	£	£
Reconciliation of reserves		
Reserves as stated previously	6,433,652	8,111,573
Legacy accrual – change in basis	(93,831)	(158,124)
Reserves as restated	**6,339,821**	**7,953,449**

	At 31 December 2021
	£
Reconciliation of 2021 surplus for the period	
2021 surplus as stated previously	1,677,921
Legacy accrual – change in basis	(64,293)
2021 surplus as restated	**1,613,628**

UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales - Charity number 299128

Accounts

Company Number: 02182533
Registered Charity Number: 299128

UNITED CHRISTIAN BROADCASTERS LIMITED

(Limited by Guarantee)

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2021

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Welcome

Who we are
United Christian Broadcasters ('UCB') is a non-denominational Christian media charity.

Our vision and our benefit to the public
Our vision statement is *changing lives for good by the power of God's Word*. The public benefit we deliver is centred on this vision, and is available to both Christians and non-Christians in a wide variety of accessible and user-friendly formats. We are passionate about seeing lives changed for good in spiritual and practical ways which reflect and demonstrate the Christian faith. These are the benefits that arise out of our charitable objectives.

The comments given throughout this report have been received from the public during the year in response to these benefits.

"UCB has been with us every step of the way to encourage us and remind us that God is with us and has everything under control. Our thanks to all involved"

We confirm that we have complied with our duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

Charitable objectives
Our charitable objectives are, for the public benefit in the United Kingdom or overseas:

- The advancement of the Christian religion
- The advancement of religious or other education
- The relief of the aged, poor, sick or disabled

Key areas of activity
We further our charitable objectives by operating in the following key areas:

- Radio, News, Podcasts and Video (via DAB digital radio, live stream services, the UCB Player app and podcast providers)
- Publication and distribution of Christian resources across a range of print and electronic media
- Delivery of the Christian message through other digital channels, e.g. social media
- Providing OneHope resources for young people
- Offering a Prayerline service providing excellent quality national prayer support
- Making charitable donations and grants to partner organisations supporting similar activities throughout the world

"Thank you UCB for shining the light of the gospel to us all. I have UCB1 on every day"

Our objectives and activities reflect the Great Commission of Jesus Christ (Matthew chapter 28 verses 18-19) in the areas of prayer, evangelism, discipleship and mission. Our mission is to offer every person in every place every moment of the day, the opportunity to hear, watch or read the Word of God in a relevant and engaging way.

Strategic report

Review of the year, aims, achievements and performance

"The Bible says that Jesus came that we might have life, life to the full and I strongly believe that we are moving into an hour without precedent, and we, as a ministry, need to be ready like never before; that the people can be resourced, that we can help them in their faith, and those who are becoming Christians at a time when the Church will not be able to cope with the influx of the unprecedented harvest coming into the barn, can turn to reliable content which encourages, edifies and inspires."

Extract from 'I See' by David L'Herroux, UCB Chief Executive

2020 and 2021 have certainly been unprecedented years. The pandemic crisis shook our country and the world in a way that it hasn't been shaken before. Here at UCB it has led us to realise that an acceleration is taking place, giving us a real sense of urgency to reach more people by the power of God's Word via multi-media platforms. In 2021, we saw many accomplishments, which included:

"I would like to thank you all for the daily reading of the UCB Word for Today. It has been a real blessing beyond words"

- Strengthening our News and Current Affairs and Broadcasting teams
- Communicating with readers, listeners and viewers about the exciting move to DAB+ from March 2022
- Continuing to work in a new way, with more remote working now possible for many staff
- Starting a full review of UCB Prayerline (to be completed in 2022)
- Seeing a significant increase (over 20%) in requests for prayer, through UCB Prayerline
- Developing new print and digital products
- Continuing the upward trend in broadcast fundraising through our three annual on-air appeals

All of these activities have been made possible by God's favour and faithfulness. We are so grateful to the tremendous financial and prayerful support from our partners around the country.

Throughout 2022 we will focus on 'building for growth' in preparation for the promise of an unprecedented move of God by:

"I love the work you do, and the fact that you're offering support for those who need it"

- Scoping, developing and implementing an integrated data project for the following systems: CRM database, HR, Finance and Marketing
- Undertaking significant data cleansing project, ahead of implementation of the new CRM
- Implementing the new website (late 2022) and maximising a new bulk email system
- Continuing to broaden listener engagement, by reviewing and developing broadcasting content on all available platforms
- Potentially increasing radio listenership by moving to DAB+ on UCB 1 and UCB 2 (March 2022)
- Develop a Youth Engagement Strategy (including repurposing Word For You)
- Continuing to develop our Kingdom culture through putting people first and encouraging a "can do" approach
- Continuing to review our resources bringing efficiencies and growth

We will focus on:

- Continuing to assess post COVID 19 impact (both physical and economical)
- Continuing to re-structure in preparation for anticipated growth
- Continuing to focus on understanding our audiences (listeners/ readers/ viewers)
- Increasing synergy across departments (i.e. social media and radio)
- Growing and engaging our audience and partners through optimisation of digital and printed resources

- Growing our audiences: radio, social media, Prayerline and online
- Developing new and existing income streams

The Trustees are of the opinion that UCB is able to continue as a going concern for the foreseeable future. This opinion has been reached after having reviewed the organisation's financial forecasts covering a period of several years and a range of scenarios, including the possible impact of Covid-19.

Broadcasting and podcasting

We continue to focus on the quality and broad appeal of our broadcasts and podcasts, centred on the Christian faith.

Radio

UCB 1 and UCB2

Broadcasting nationally on DAB digital radio and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player app, live radio streaming services, internet radio and voice-activated smart speakers.

"UCB1 is such an encouragement, building me up and strengthening me with God's Word, so that I can be a better husband, father, friend and servant to all"

Video

Video content from UCB can be seen on the UCB Player app and on UCB social media.

What we aimed to do in 2021

- Introduce live weekend programming
- Trial weekend news bulletins
- Refresh and expand the range of content on the UCB Player app

Achievements and performance in 2021

- Prior to the introduction of live weekend programming, the recruitment of new presenters to cover midnight to 5am on weekdays was prioritised
- Due to recruitment challenges for a replacement Broadcast Journalist, trialling weekend news bulletins has moved to 2022
- UCB Player was updated to make it easier to use and new content has been added

What we aim to do in 2022

- Launch a 30 day catch-up service for the radio output of UCB1 and UCB2
- Introduce a new webpage for UCB News on the new UCB website
- Complete studio upgrades in the UCB Broadcast Centre

Publications

The UCB Word For Today is our daily bible devotional. The Word For You is based on the same material (written by Bob and Debby Gass) but is designed for young adults. These, together with other digital and print resources such as reading plans on the YouVersion app or printed booklets such as Faith, Hope and Courage in Changing Times, are distributed free of charge, with the aim of helping Christians to grow in their faith. They are also great resources to pass on to people who do not have a faith. We are always looking for ways to create new content and distribute on new platforms, so that we can reach as many people as possible with the life-changing Word of God.

"The UCB Word for Today has been of tremendous help to me for many years, always on point at my moments of need. God bless you all for carrying on with His work"

UCB Word For Today & Word For You

Both available online at UCB.CO.UK/read, via email at UCB.CO.UK/myaccount and as print editions

OneHope

UCB.CO.UK/onehope

We partner with OneHope to produce and distribute Bible-based booklets designed for children. We distribute these primarily through the Bag of Hope, which is a free bag (100% recyclable, made of sugar cane) which contains a Bible-based booklet and a leaflet about UCB's resources. In 2021, we distributed over 40,000 bags to churches and individuals (used primarily as a resource for light parties and to give to 'Trick or Treaters' at Halloween).

What we aimed to do in 2021

- Inform and encourage UCB Radio listeners to make the journey with UCB onto a new DAB platform (DAB+) as of 1st March 2022
- Complete contract negotiation to ensure continued savings and efficiencies in print and mail management
- Review the 'Sign-up a Friend' print version of the UCB Word for Today and explore possible alternatives

Achievements and performance in 2021

- Delivered a DAB+ communications plan, on broadcast, digital and print platforms, throughout the year. Over 900 people entered a competition to win a new DAB+ radio and more than 550 people took part in the 'Radio Gift Away', to nominate a friend to receive a new radio (500 radios were provided for giveaways, thanks to the generosity of some donors)
- Extended contract with our print and mail provider, working closely to ensure global paper price increases and supply issues have minimal impact on printing and distribution of UCB resources.
- UCB's Bible reading plans on YouVersion have so far had over 140,000 unique subscriptions

What we aim to do in 2022

- Review the 'Sign-up a Friend' print version of the UCB Word For Today and explore possible alternatives (delayed from 2021)
- Develop a Youth Engagement Strategy, incorporating the repurposed Word For You
- Monitor listenership and develop communications accordingly, following the move to DAB+ from 1st March 2022

<u>Other digital delivery (non-broadcasting)</u>
UCB's mission is to reach every person in every place at every moment of the day with the life-changing Word of God and so we're always looking for new ways to reach people, whether that's through digital platforms (Facebook/Twitter/Instagram etc), the UCB Player app, our website or print publications.

What we aimed to do in 2021

- Develop a digital marketing strategy to enhance social media activity and inform the development of UCB's website
- Upgrade our website and email system to improve the user journey, with depth of content and increased reach
- Develop a 'Testimony and Impact Stories' strategy to share transformed lives with a greater number of people

Achievements and performance in 2021

- Completed a digital marketing strategy and shorter term tactical plan to enhance digital marketing on social media and our new website when it goes live
- Our new website was developed, but due to technical issues it will not go live until 2022
- Upgraded our email system to improve the user journey and potentially reach more people
- Made significant improvements in the way we select, monitor and share testimonies and impact stories

What we aim to do in 2022

- Optimise our new website when it goes live
- Maximise the effectiveness of our new email system

OneHope
UCB.CO.UK/onehope

UCB continues to have a strategic alliance with OneHope, a dynamic international ministry helping to change the lives of young people globally. OneHope works in 238 countries around the world, reaching children of all ages with Biblical print and digital resources. UCB's OneHope partnership, which includes our annual 'Bag of Hope' initiative reaching thousands of young people and their families in the UK, is strengthened by OneHope digital resources and publications.

What we aimed to do in 2021

- Review OneHope's global research relating to young people in the UK
- In partnership with OneHope, scope a UK product for children

Achievements and performance in 2021

- Started discussions with OneHope, based on their research, for repurposing the Word For You publication
- Over 40,000 Bags of Hope were ordered
- We have also reached over 800,000 downloads of the Bible App for Kids in the UK

What we aim to do in 2022

- Complete our Youth Engagement Strategy, incorporating repurposing of Word For You publication
- Continue to build on the Bag of Hope and distribution among churches and individuals
- Explore new ways of promoting OneHope's digital products

Prayerline
UCB.CO.UK/pray, 01782 36 3000

Our Prayerline gives people the opportunity to receive prayer support by telephone, email or post. Our trained call-taker volunteers are able to listen and pray with callers, seeking to encourage them with God's Word. We run 'satellite' telephone groups across the UK resourced by home based volunteers, together with an email group and a postal group of volunteers.

"I decided to seek help from Prayerline, and was comforted and reassured knowing they were there for me"

What we aimed to do in 2021

- Consolidate on our gains and learning from 2020
- Continue to improve our rate of answering calls received
- Strengthen collaborative working with UCB Radio

Achievements and performance in 2021

- We enhanced our processes for recruitment and training of our volunteers, who handle calls
- Despite 20,000 more calls, the dropped-call-rate increased by only 1% than previous year
- Prayerline volunteers prayed over every prayer received from the Prayer Breakthrough radio programme, aired every Thursday on UCB2

"UCB has been a constant presence in my life growing up"

What we aim to do in 2022

- The structure and ways of managing our volunteers will be reviewed
- A comprehensive review of processes is planned

"In the summer, when I was painting the garden fence, I listened to UCB2 through my headphones and was singing and dancing in the garden!"

Grants paid
During the year we invested in making grants available to 3 organisations (2020: 3 organisations) with similar charitable aims to UCB, for the furtherance of Christian media activity.

Global broadcasting & publication support
We provide practical and financial assistance to other Christian broadcasters and publishers throughout the world. Our grant making policy is to provide grants for the development of UCB Word For Today publications and broadcasting activity, consistent with our charitable objectives.

What we aimed to do in 2021

- Continue consolidating our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training and technical resources to other Christian broadcasters and publishers primarily throughout Europe

Achievements and performance in 2021

- Strengthened our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe

What we aim to do in 2022

- Continue our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other Christian broadcasters and publishers primarily throughout Europe with a clear focus:

  1) To be the facilitator, incubator, replicator and unifier within Europe, and encourage all UCB Europe affiliates (old and new) to demonstrate:
  - A mission orientated culture
  - A kingdom spirit (non-denominational)
  - Integrity
  - Generosity (open hand)
  - Stewardship
  - Intentional focus on reaching people by the power of God's Word, through mass media

  2) To develop a Strong European Network which includes Associated Organisations (who are already established but not branded UCB) with the same vision and objectives.

Capital expenditure
Longer term capital expenditure at the early stages of planning includes:

- Implementation of a new enterprise system enabling data to be integrated across the organisation
- Re-modelling our Operations Centre to enable all functions including broadcasting to be based on a single site
- Updating our Hanchurch Broadcast Centre to facilitate increased training activity

Volunteers and gifts-in-kind

Our Prayerline is resources by 194 (122 phone, 38 email, 34 postal) trained volunteers supported by a small team of paid staff. Without volunteer help this vital ministry would simply not be possible. During 2021 this equated to 16,300 hours volunteered. This is less than previous years (2020: 29,000 hours) because our new call-taking model has reduced the number of volunteer hours associated with the operational handling of UCB Prayerline.

"UCB2 has so encouraged my lukewarm faith to start to come alive again"

UCB also benefits from the help of approximately 7,900 church advocates throughout the country. While it is not possible to accurately quantify the hours worked, these volunteers provide an essential connection between UCB and its supporters and beneficiaries at a grass roots level.

We also benefit from a pool of casual volunteers who support the ministry in a variety of ways.

There were no major gifts in kind during the year, although UCB aims to achieve synergy in effective partnerships with other organisations.

Financial review

The following information has been summarised from our Statement of Financial Activities:

	2021 £000
Income	
Donations: non-regular	3,785
Donations: regular	4,368
Gift Aid tax claimed	1,138
Legacies	205
Income from charitable activities	65
Income from investments	6
Government Grant income	7
	9,574
Expenditure	
Raising funds:	
Fundraising & publicity	742
Charitable activities:	
Broadcasting	3,868
Publications	1,910
Other digital delivery (non-broadcasting)	430
OneHope	55
Prayerline	291
Charitable donations	314
Grants paid	118
Global broadcasting and publication support	168
	7,896
Surplus for the year	1,678

"I have been reading Word For You for many, many years. The voice of God has spoken to me so much through this beautiful magazine"

Comments

Our top priority in 2021 was continuing to adapt and develop our charitable activities following the onset of Covid-19 in 2020. Nearly all our staff and volunteers were able to work from home - a huge logistical exercise especially since we broadcast 24 hours a day, 7 days a week. During 2021 we started to address the possible longer term impact including the need for people to safely work in the office.

There still remains a concern that the longer term effect on the economy and charitable giving has yet to be seen. However despite these difficulties our income has held up well compared to what was an unexpectedly high level in 2020. We have always given a message of Christian hope and this continues to be particularly well received by people from all walks of life in these times of uncertainty.

With the Covid-19 pandemic and its economic consequences still a major global issue, it is impossible to accurately forecast over the longer term. However, our longer term priority remains to manage our income and expenditure in a way which enables us to meet demand for our services as effectively as possible and explore new opportunities, while also maintaining a level of free reserves consistent with our strategy.

Reserves policy
Unrestricted funds (including a revaluation reserve of £204k) amounted to £7,884k. After deducting a total of £2,253k invested in fixed assets, free reserves amount to £5,631k or 8.6 months' expenditure (2020: £4,114k or 6.6 months' expenditure).

The Trustees have determined that the free reserves required to enable continuity of operations should not fall below 3 months' expenditure, approximately £1,974k (2020: £1,861k). The Trustees also take into account the following factors:

- Continual assessment of the reserves required to compensate for the risks that UCB faces, particularly the long term economic impact of Covid-19 which could take several years to be fully evident. This currently justifies holding a higher level of reserves when possible.

- The nature and amount of restricted funds held, particularly when they are due to be spent within the next 12 months and relate to operational costs which would otherwise be paid for out of free reserves. This would justify holding lower free reserves while the restricted funds are spent. Planned capital expenditure, repairs and renewals or similar expenditure above normal levels. This would justify holding higher free reserves in advance of such expenditure. As described in our Strategic Report, longer term capital expenditure at the early stages of planning includes a new enterprise system, re-modelling our Operations Centre, and updating our Hanchurch Broadcast Centre.

Our overall aim remains to maintain an appropriate level of reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against an assessment of our risks and committing to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

Summary of reserves

	2021 £000
Unrestricted funds:	
General reserve: undesignated	7,680
Revaluation reserve	204
Restricted funds:	
Prayerline	221
Fundraising and Publicity	1
IT appeal	1
Charitable donations	5
	8,112

"It all began just by one person giving me this UCB Word For Today booklet. It has been my tower of strength during a time of bereavement"

The likely timing of the expenditure of restricted funds is as follows:

Prayerline
Funds received to be spent on Prayerline running costs, including Prayerline Officer salary, consultancy charges and a new call management system over the next two years.

Fundraising and Publicity
Income received for the purchase of display stands in 2022.

IT appeal NB only £545 rounded up to £1k in this summary
Funds received towards cost of upgraded technology systems, balance to be spent in 2022.

Charitable donations
Charitable donations scheduled to be made to the respective donations early 2022.

Risk management including principal risks and uncertainties

Risks and the methods of controlling those risks are categorised into four areas which have been adapted from the Balanced Scorecard* model to more closely match UCB's charitable requirements:

Area	Balanced Scorecard equivalent
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

** Balanced Scorecard: An approach to strategic management which provides a clear prescription as to what organisations should measure in order to 'balance' a purely financial perspective.*

Risks are assessed for likelihood and severity, prioritised, and an evaluation made of what action needs to be taken in relation to the higher priority risks. This process is carried out annually or more frequently as required, with actions defined for each item as appropriate.

The major financial risk we face is the impact of Covid-19 on our income which remains difficult to accurately predict. The worst case scenario would be a sustained drop in income caused by a long term weakening of the post-Covid economy, coupled with limited opportunities to reduce the cost of significant contracted expenditure underpinning our broadcasting and publishing activities. This would force us to re-evaluate our activities, potentially letting thousands of listeners and readers down at precisely the same time that the need for our services has never been greater.

Having reviewed the output of this risk management process and identified the risks as explained above, the Trustees confirm that the major risks identified to which UCB is exposed have been assessed and procedures established to manage those risks, allowing them to be mitigated as far as reasonably possible.

Other information

Equal Opportunities and Learning & Development

Our policies support our strategy for an inclusive workplace, promoting equal employment opportunities, equal access to services, equal access for personal and professional development and career progression and promotion in compliance with the Equality Act 2010. These are reviewed annually and updated in accordance with changes to legislation, statutory provision and best practice. We are accredited as a training centre with the Institute of Leadership and Management (ILM), and opportunities are presented to all members of staff to gain an accredited qualification, with other training being provided as appropriate. We confirm that all staff affected by these arrangements are made aware of them and that the operation and effectiveness of these arrangements is satisfactory.

Political and charitable contributions

During the year £432k (2020: £410k) was contributed to other Christian charitable organisations.

Investments

UCB does not currently hold any significant investments. Details concerning the power to hold investments are contained in UCB's Articles of Association.

Related parties

UCB owns 100% of the issued share capital of UCB Media Limited, a dormant trading subsidiary company.

UCB owns 19.2% of the issued share capital of UCB International Limited, a corporate charitable body registered in New Zealand whose charitable objectives are consistent with ours.

Structure, Governance and Management

Constitution

United Christian Broadcasters Limited (UCB) is a company limited by guarantee governed by its Articles of Association. These were updated on 12 February 2020.

Affiliates

UCB voluntarily provides informal support to a number of autonomous charitable Christian media organisations primarily located in Europe. These organisations are referred to as Affiliates. UCB facilitates the sharing of skill, resources and mutual prayer support.

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

- Their existing skills, experience, availability and knowledge of UCB.
- A periodic review of the current Board of Trustees, in particular identifying any shortfalls which could be met by potential candidates.
- The ability to demonstrate a real passion to contribute to fulfilling UCB's objectives.

Potential Trustees are put through an induction process that is carried out prior to appointment. As part of this induction a full package of background information is supplied to the candidate, a skill and experience audit is completed and assessed for compatibility with UCB's requirements, and the candidate attends at least one Trustees' meeting prior to appointment.

Trustees are appointed by Ordinary Resolution. Trustees can also be re-appointed following expiry of their fixed term of office of three years.

On appointment and each year thereafter, every Trustee is required to confirm in writing that he or she:

- Is willing to act as a trustee/director of UCB
- Is fully able to accept UCB's Statement of Faith and that there is no additional doctrine that they believe which would detract from or is inconsistent with this statement
- Will use their best endeavours to meet their obligations as a trustee/director of UCB
- Will promote the success of UCB
- Understand UCB's charitable objects, powers and rules set out in its Articles of Association
- Have declared any conflict of interest they or any related parties have, regardless of whether UCB has entered or proposes to enter into any such transactions
- Is willing to be DBS checked if required
- Is a "fit and proper" person as defined by HMRC, or if not has informed the Company Secretary. Note: this point also applies to Senior Management
- Is not automatically disqualified as a Trustee for any of the reasons listed in the Charities (Protection and Social Investment) Act 2016

Our Trustee training policy is to review the general balance of skills and experience at least once a year and provide training as required, either to individual Trustees or the Board as a whole. This is provided in-house or externally as appropriate.

Management

The day-to-day management of the charity is delegated to the Chief Executive Officer, working with an Executive team and other staff.

Remuneration

Each year UCB compares the remuneration of all staff, including the Executive team, with independently researched data including a detailed analysis of charity pay throughout a broad range of job roles, charity sizes, and geographical areas. In the intervening time between publication of this data and any changes to remuneration, an inflationary adjustment and a review of pay metrics published by such organisations as the Office for National Statistics are also taken into account. The current Living

Wage is also considered when reviewing lower paid staff. After having taken these factors into account, it is UCB's aim that no person should receive more than the upper quartile of the benchmarked remuneration relevant to their role depending on their skills and experience, or receive less than the lower quartile (or the Living Wage if higher).

Governance Code

The Charity Governance Code is periodically reviewed by the Trustees, and it is felt that no significant changes need to be made to UCB's governance, although this is regularly kept under review. The Trustees have an appropriate balance of skills and experience, underpinned by individual commitment to UCB's charitable aims.

Fundraising

With regard to UCB's approach to fundraising, UCB uses the following Fundraising Mission Statement:

'Fundraising is first and foremost a form of ministry. It is a way of announcing our vision and inviting other people into our mission.' (Henri J.M. Nouwen, 'A Spirituality of Fundraising')

Funds raised are the fruit of the community between God, UCB and our supporters. God's Word and prayer are at the heart of all our Fundraising activities, on air, online and in the post. We have the confidence and freedom in God to invite willing people to build a lasting relationship with us and invest in His work. Everything we have is from our generous God. Working in unity glorifies Him and achieves His purpose.

God's Word is desperately needed throughout our nation. We ask for support on behalf of each person whose life has been impacted and will be impacted.

We pray, we celebrate and we give thanks for every donation, every prayer and every life changed. In obeying God's leading and trusting His provision, we will honour and respect our supporters. In our Fundraising, we are accountable to God, to our supporters and to each other.

Despite continuing financial uncertainty caused by the pandemic in 2021, UCB's loyal and committed partners continued to support our ministry, generating income 7% above target (actual £9,496k, budget £8,732k). The regular donations, as a percentage of total giving (excluding gift aid and legacy giving) reached 53.6% (£4,368k out of £8,153k).

We commit to the following:

- Adherence to God's principles in asking for support (Exodus chapters 35-36, 1 Chronicles chapter 29, 2 Corinthians chapters 8-9)
- Adherence to governing and regulatory bodies, e.g. Charity Commission, OFCOM, Information Commissioner's Office, Institute of Fundraising Codes of Practice, Fundraising Regulator
- Updating our supporters on the impact of what has been achieved through their donations
- Offering a range of opportunities for people to invest in the work of UCB (e.g. prayer, financial, time, skills, knowledge)
- Maintaining accurate records of our donors' financial investment
- Being good stewards of donors' gifts and treat every donation as a gift from God

Additionally, UCB does not engage professional fundraisers or commercial participators. However, in the likelihood of this changing, UCB would ensure a contract is agreed in line with Charities Act, detailing the work to be carried out (on both sides) and highlighting the legal requirement for the supplier to declare their remuneration to all donors.

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising (CIoF). All staff engaged in fundraising are members of the Institute and benefit from CIoF continuous improvement professional development.

UCB has a process in place should we receive any fundraising complaints; we advise the complainant that UCB subscribes to the Fundraising Regulator and advises that if they are not satisfied with our handling of their complaint, to contact the Fundraising Regulator directly. UCB monitors and reports internally on fundraising complaints on a monthly basis and submits an annual return to the Fundraising Regulator. We received only 39 complaints related to fundraising in 2021 (30 via post, 8 via email and 1 via telephone). In addition, 6 complaints received online were via the Fundraising Preference Service. Whilst every complaint is of great concern to UCB and is taken seriously, we believe that this low level of complaints demonstrates the trust, confidence and satisfaction that individuals have with our fundraising activities.

It is never our intention to put members of the public - including vulnerable people - under undue pressure to give. We are committed to a sensitive, balanced fundraising approach; not unreasonable intrusion or undue pressure. We also have a policy and procedures to protect and safeguard vulnerable individuals who engage with our ministry, highlights of which include:

- If an adult with care and support needs gives or attempts to give a donation, UCB may advise them not to donate, refuse or return the donation
- If a vulnerable adult attempts to sign a friend up to UCB's mailing list, we may advise them to ask their friend to contact us, or refuse to process the request
- Guidance on how to recognise and respond to an allegation or suspicion of abuse
- An ethical policy which recognises that some donations should be refused for various reasons, for example if the donor is vulnerable

Trustees' responsibilities

The Trustees, who are also the Directors of United Christian Broadcasters Limited for the purposes of company law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law, Statements of Recommended Practice and United Kingdom Generally Accepted Accounting Practice ("the law and regulations").

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice ("SORP");
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's financial transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. 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.

Disclosure of information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's Auditor in connection with preparing the audit report) of which the charity's Auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's Auditor is aware of this information.

Charity information

Registered name
United Christian Broadcasters Limited

Other names used
UCB, UCB 1, UCB 2, UCB Player, The UCB Word For Today, Word For You, OneHope, UCB Prayerline

Registered charity number
299128

Registered office
Hanchurch Christian Centre
Hanchurch Lane
Stoke-on-Trent ST4 8RY

Operations centre
Westport Road
Burslem
Stoke-on-Trent
ST6 4JF

Trustees
Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:
A Scotland
D Stacey
E D Edwards
S McCrossan
N Elliott
M Oakes (appointed 19 October 2021)

Senior staff
D L'Herroux (Chief Executive Officer)
R Willoughby (Company Secretary)
A Macpherson
S Ferguson
I De Soyza
D Taviner

Bankers
HSBC UK Bank plc
Crown Bank
Hanley
Stoke-on-Trent
ST1 1DA

AIB Group (UK) plc t/a AIB (NI)
previously First Trust Bank plc
11-15 Donegall Square North
Belfast BT1 5GB

Allied Irish Banks plc
7/12 Dame Street
Dublin 2

Solicitors
Anthony Collins
134 Edmund Street
Birmingham B3 2ES

Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors
The auditors, Crowe U.K.LLP, who were appointed during the year, will be proposed for reappointment in accordance with section 385 of the companies Act 1985.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2021

The Trustees' report comprising Welcome, Strategic Report and Other information, was approved by the Trustees on 6.7.22 and signed on their behalf by:

E D Edwards
Deputy Chair

Opinion

We have audited the financial statements of United Christian Broadcasters ('the charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in

accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were Ofcom requirements.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within legacy and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 25 July 2022

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £ Unrestricted	2021 £ Restricted	2021 £ Total	2020 £ Total
INCOME FROM					
Activities to generate funds:					
Donations and legacies	4	7,444,711	2,051,529	9,496,240	9,391,020
Government grant income		7,054	-	7,054	66,170
Investments		6,296	-	6,296	5,267
Charitable activities	5	64,633	-	64,633	114,815
Total income		7,522,694	2,051,529	9,574,223	9,577,272
EXPENDITURE ON					
Raising funds	6	742,266	-	742,266	719,580
Net income available for charitable application		6,780,428	2,051,529	8,831,957	8,857,692
Charitable activities	6	5,233,226	1,920,810	7,154,036	6,726,010
Total expenditure		5,975,492	1,920,810	7,896,302	7,445,590
Net movement in funds		1,547,202	130,719	1,677,921	2,131,682
Total funds brought forward		6,336,320	97,332	6,433,652	4,301,970
Total funds carried forward	17	7,883,522	228,051	8,111,573	6,433,652

All income and expenditure derived from continuing activities. The notes on pages 21 to 37 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
REGISTERED COMPANY NUMBER: 02182533
BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note	2021 £	2021 £	*2020 £*
Fixed Assets				
Intangible assets	10		**135,250**	*76,714*
Tangible assets	11		**2,116,948**	*2,144,974*
Investments	12		**312**	*312*
			2,252,510	*2,222,000*
Current Assets				
Debtors: amounts falling due within one year	13	**638,416**		*633,014*
Cash at bank and in hand		**5,790,488**		*4,201,233*
		6,428,904		*4,834,247*
Creditors: amounts falling due within one year	14	**(569,841)**		*(612,253)*
Net Current Assets			**5,859,063**	*4,221,994*
Total Assets less Current Liabilities			**8,111,573**	*6,443,994*
Creditors: amounts falling due after more than one year	15		**-**	*(10,342)*
Net Assets			**8,111,573**	*6,433,652*
Funds of the charity				
Unrestricted funds:				
General reserve	16		**7,680,008**	*6,125,405*
Revaluation reserve	16		**203,514**	*210,915*
Restricted funds	16		**228,051**	*97,332*
			8,111,573	*6,433,652*

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 6.7.22

E D Edwards

D Stacey

The notes on pages 21 to 37 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	2020 £
Net cash provided by operating activities	22	**1,815,568**	*2,331,284*
Cash flows from investing activities			
Interest received		**6,296**	*5,267*
Profit on the sale of fixed assets			*473*
Purchase of property, plant and equipment		**(201,606)**	*(246,682)*
Net cash used in investing activities		**(195,310)**	*(240,942)*
Cash flows from financing activities:			
Payments under hire purchase agreements		**(31,003)**	*(31,027)*
Net cash used in financing activities		**(31,003)**	*(31,027)*
Change in cash and cash equivalents in the reporting period		**1,589,255**	*2,059,315*
Cash and cash equivalents at the beginning of the reporting period		**4,201,233**	*2,141,918*
Cash and cash equivalents at the end of the reporting period		**5,790,488**	*4,201,233*

The notes on pages 21 to 37 form part of the financial statements.

1. BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements have been prepared under historical cost convention. United Christian Broadcasters Limited meets the definition of a public benefit entity under FRS 102.

Under Section 405 of the Companies Act 2006, consolidated accounts have not been prepared as the inclusion of the dormant subsidiary, UCB International, in not material for the purpose of giving a true and fair view. Therefore these financial statements present information on the parent entity as an individual undertaking only. See note 12 for further information on this company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Legal Status of the Charity

United Christian Broadcasters Limited (UCB) was incorporated in the United Kingdom as a private company limited by guarantee (registered no. 02182533) on 23 October 1987 and has no share capital.

The liability of members in the event of winding up is limited to an amount not exceeding £1 per members; the number of members as at 31 December 2017 was three.

UCB is also registered as a charity with the Charity Commission (registered no. 299128).

(b) Registered and principle office

The registered office of UCB is Hanchurch Christian Centre, Hanchurch Lane, Stoke-on-Trent, ST4 8RY.

The principal office of UCB is Westport Road, Burslem, Stoke-on-Trent, ST6 4JF.

(c) Going concern

The Trustees have determined that there are no material uncertainties over the charitable company's ability to continue as a going concern. Financial projections including forecast monthly cash flow, surplus / (deficit) and balance sheet have been prepared for the period ended 31st December 2026 indicating that there will be adequate free reserves throughout the whole period. Accordingly, the Trustees believe it is appropriate to prepare the financial statements on the going concern basis.

(d) Fixed assets and depreciation

Depreciation is provided by the charity to write off the cost or valuation of tangible fixed assets over their estimated useful economic lives as follows:

Freehold buildings	-	2% per annum straight line
Plant and equipment	-	20% - 25% per annum straight line
Fixtures and fittings	-	8% per annum straight line
Motor vehicles	-	20% per annum straight line
IT equipment	-	25% per annum straight line

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)

The charity has a policy, capitalising fixed assets where expenditure on such assets is in excess of £1,000. The amounts capitalised are net of recoverable VAT.

No depreciation is charged on land.

(e) Investments

Since none of the investments held by the charitable company are quoted on a recognised stock exchange and the amounts concerned are not material, they are recorded at cost.

(f) Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gain or loss on translation is included in the Statement of Financial Activities.

(g) Income

Donations and legacies are accounted for gross when receivable, as long as they are capable of financial measurement, this includes gifts in kind. For cut-off purposes, legacy income is accrued if notification of entitlement on probate has been received within two months of the year-end and the legacy income can be reliably measured. Interest receivable (and payable) is accounted for on the accruals basis.

Other income is also accounted for on the accruals basis.

Income from government grants is recognised when there is entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Where entitlements occurs before income is received, the income is accrued. Where income is received in advance of there being entitlement to the funds the income is deferred.

(h) Expenditure

Expenditure is accounted for on the accruals basis.

Fundraising and publicity costs include all direct costs, together with a proportion of appropriate overheads.

Charitable activities include the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on either an estimate of time or floor space basis, as appropriate. Ancillary expenditure relates to all directly attributable costs regarding One Hope.

Support costs comprise service costs which have been allocated to the cost categories disclosed in the Statement of Financial Activities on either an estimate time or floor space basis, as appropriate.

Governance costs comprise of constitutional and statutory requirements incurred in the general running of the charitable company.

Grants are recognised when a constructive obligation arises, resulting in the payment being committed to.

Employee terminations: A redundancy situation arises where the requirement for an employee to undertake work of a particular kind has ceased or diminished. One such redundancy occurred in the year.

(i) Pension costs

The charitable company contributes to a defined contribution pension scheme on behalf of its employees. The amount charged in the Statement of Financial Activities represents the contributions payable to the schemes in respect of the accounting period.

(j) Debtors

Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Funds
Unrestricted funds are funds that are available for use at the discretion of the Trustees in furtherance of the objects of the charitable company.

Restricted funds are amounts which have been earmarked by the donors for specific purposes.

(m) Financial instruments
United Christian Broadcasters Limited only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets comprise of cash, accrued income and trade debtors. Financial liabilities include trade creditors, accruals, hire purchase arrangements and bank loans.

(n) Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of intangible and tangible assets
The annual amortisation and depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 10 and 11 for the carrying amount of the intangible and tangible assets and notes 1(d) and 1(t) for the useful lives for each class of asset.

Legacies:
Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

(o) Software
New software costing up to £1,000 is fully written off in the period incurred. New software costing over £1,000 is written off over a period of three years on a straight line basis due to the current rapid rate of the technological progress. Support and maintenance costs are recognised in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

(q) Finance leases
Assets obtained under finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over their useful economic lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors. The finance leases held by the charitable company at the financial year end are for IT equipment.

(r) Grants
Grants are accrued by the charity to the extent that there is a constructive obligation in place and grantees have a reasonable expectation that the grant will be receivable at a future date.

(s) Taxation
The company is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

2. ACCOUNTING POLICIES (CONTINUED)

(s) VAT
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(t) Intangible assets and amortisation
Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2020
(Including an Income and Expenditure Account)

	Note	2020 £ Unrestricted	2020 £ Restricted	2020 £ Total
INCOME FROM				
Activities to generate funds:				
Donations and legacies	4	7,700,835	1,690,185	9,391,020
Other trading activities		66,170	-	66,170
Investments		5,267	-	5,267
Charitable activities	5	114,815	-	114,815
Total income		7,887,087	1,690,185	9,577,272
Expenditure on				
Raising funds	6	719,580	-	719,580
Net income available for charitable application		7,167,507	1,690,185	8,857,692
Charitable activities	6	5,041,751	1,684,259	6,726,010
Total expenditure		5,761,331	1,684,259	7,445,590
Net movement in funds		2,125,756	5,926	2,131,682
Total funds brought forward		4,210,564	91,406	4,301,970
Total funds carried forward	16	6,336,320	97,332	6,433,652

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted	Restricted	2021 Total	*2020 Total*
	£	£	£	*£*
Non regular donations	2,846,075	939,080	3,785,155	*3,715,939*
Regular donations	3,350,906	1,016,802	4,367,708	*4,033,516*
Income tax repayments	1,042,990	95,647	1,138,637	*1,071,788*
Legacies	204,740	-	204,740	*569,777*
	7,444,711	2,051,529	9,496,240	*9,391,020*

5. INCOME FROM CHARITABLE ACTIVITIES

	2021	*2020*
	£	*£*
Radio broadcasting	-	*4,760*
Video	44,600	*33,400*
Other services	12,596	*76,388*
One Hope	7,437	*267*
	64,633	*114,815*

Total income of £9,574,223 was generated from the UK - £9,424,335 (*2020: £9,352,589*), Europe - £64,912 (*2020: £138,706*), Rest of the World - £84,976 (*2020: £85,977*).

6a. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Direct Costs	Support Costs	Depreciation and amortisation	Total 2021	*Total 2020*
	£	£	£	£	£	*£*
Raising funds						
Fundraising and publicity costs	341,736	339,297	57,882	3,351	742,266	*719,580*
Charitable activities						
Broadcasting – UK and Europe:						
- Radio	1,001,421	2,397,601	90,200	50,459	3,539,681	*3,132,093*
- Video	153,486	110,269	42,875	21,782	328,412	*392,782*
Publications:						
- Word for Today	622,322	675,721	114,613	55,292	1,467,948	*1,472,194*
- One Hope	81,837	35,495	11,342	1,675	130,349	*98,098*
- Other resources	79,782	214,294	12,528	5,026	311,630	*307,517*
Other digital delivery (non-broadcasting)	284,111	72,461	56,864	16,756	430,192	*434,450*
One Hope	28,586	10,642	8,726	1,675	49,629	*46,907*
Prayerline	206,015	48,474	29,403	6,703	290,595	*286,763*
Ancillary expenditure:	-	5,814	-	-	5,814	
One Hope						*302*
Charitable donations	-	314,026	-	-	314,026	*291,133*
Grants paid	-	117,540	-	-	117,540	*118,724*
Global broadcasting and publication support	104,934	43,224	11,685	8,377	168,220	*145,047*
Total charitable expenditure	2,562,494	4,045,561	378,236	167,745	7,154,036	*6,726,010*
Total Resources expenditure	2,904,230	4,384,858	436,118	171,096	7,896,302	*7,445,590*

6b. SUPPORT COSTS	Operational and Governance £	Finance £	Information Systems £	Total 2021 £	*Total 2020 £*
Raising funds					
Fundraising and publicity costs	**9,928**	**33,833**	**14,121**	**57,882**	*52,602*
Charitable activities					
Broadcasting – UK and Europe:					
- Radio	**45,742**	**12,687**	**31,771**	**90,200**	*85,207*
- Video	**22,834**	**5,920**	**14,121**	**42,875**	*40,198*
Publications:					
- Word for Today	**56,614**	**21,992**	**36,007**	**114,613**	*105,616*
- One Hope	**6,826**	**1,692**	**2,824**	**11,342**	*10,092*
- Other resources	**6,601**	**1,692**	**4,235**	**12,528**	*11,567*
Other digital delivery (non-broadcasting)	**30,321**	**2,538**	**24,005**	**56,864**	*54,180*
One Hope	**5,623**	**1,692**	**1,411**	**8,726**	*7,830*
Prayerline	**21,497**	**846**	**7,060**	**29,403**	*26,845*
Global broadcasting and publication support	**4,345**	**1,692**	**5,648**	**11,685**	*11,288*
Total charitable expenditure	**210,331**	**84,583**	**141,203**	**436,118**	*405,425*

Included in the above are governance costs of £29,102 (*2020: £27,484*).

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

	2021 £	*2020 £*
UCB France	**22,533**	-
MTU Raadio 7 UCB Meedia	**58,681**	*65,715*
UCB Switzerland	**36,326**	*32,258*
UCB Italia	**-**	*20,751*
	117,540	*118,724*

During the year the charitable company made grants to the above organisations for the furtherance of Word For Today publications and broadcasting activity.

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

	2021 £	2020 £
Net incoming resources are stated after charging:		
Auditor's remuneration - in respect of audit	**15,400**	*15,020*
Depreciation	**134,531**	*133,239*
Amortisation	**36,565**	*71,824*
Operating lease payments	**1,813,989**	*1,625,173*
Gain/(loss) on exchange rate	**1,885**	*(1,576)*

9. STAFF NUMBERS AND COSTS

The average full time equivalent number of persons employed by the charitable company during the year was as follows:

	2021 No.	2020 No.
Costs of generating funds	**11**	*11*
Direct charitable expenditure	**82**	*84*
	93	*95*

The average headcount of persons employed by the charitable company during the year was as follows:

	2021 No.	2020 No.
Costs of generating funds	**12**	*12*
Direct charitable expenditure	**90**	*93*
	102	*105*

The aggregate payroll costs of these persons were as follows:

	2021 £	2020 £
Salaries	**2,538,571**	*2,434,915*
Social security costs	**227,150**	*211,836*
Other pension costs	**138,509**	*131,730*
	2,904,230	*2,778,481*

9. STAFF NUMBERS AND COSTS (CONTINUED)

The number of employees earning in excess of £60,000 per annum are detailed below:

	2021 No.	*2020 No.*
£60,001 to £70,000	4	*3*
£70,001 to £80,000	-	*-*
£80,001 to £90,000	-	*-*
£90,001 to £100,000	1	*1*

Defined money purchase contributions payable with regard to the above totalled £16,036 *(2020: £15,714)*.

Remuneration to Trustees amounting to £400 was made during the year *(2020: £0)*. This was paid to 2 Trustees for speaking at staff meetings and leading worship.

Reimbursement of travel and accommodation expenses amounting to £1,181 was made during the year *(2020: £2,285)* to 5 Trustees *(2020: 5)*.

Redundancy and settlement payments were made during the year totalling £9,061 to 2 individuals *(2020: £10,009)*. No amounts were outstanding at the year end.

The remuneration of the senior management team (including employer NI and pension contributions) was:

	2021 £	*2020 £*
Senior management team remuneration	477,370	*459,413*

The senior management team consists of 6 members of staff in 2021 *(2020: 6)*, CEO, Company Secretary, IT and Technical Director, Operations Director, Communications Director and Broadcasting Director.

UCB also paid the Company Secretary £3,150 *(2020: £4,200)* for maintenance of the statutory records of 10 *(2020:10)* non-trading companies created to protect UCB's intellectual property, on invoice to Richard Willoughby Business Consultancy.

UCB provides the CEO with free accommodation on-site should it be required. The tax due on the benefit for the CEO was met through payroll during the year. UCB also met the costs of British citizenship fees for the CEO during the year.

10. INTANGIBLE FIXED ASSETS

	Software £
Cost/valuation	
At 1 January 2021	*645,751*
Additions	**95,101**
At 31 December 2021	**740,852**
Amortisation	
At 1 January 2021	*569,037*
Charge for year	**36,565**
At 31 December 2021	**605,602**
Net book value	
At 31 December 2021	**135,250**
At 31 December 2020	*76,714*

11. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
Cost/valuation						
At 1 January 2021	*2,978,488*	*732,198*	*395,195*	*35,065*	*809,209*	*4,950,155*
Additions	-	**20,238**	**58,459**	-	**27,808**	**106,505**
Disposals	-	**(171,740)**	**(43,648)**	**(8,500)**	-	**(223,888)**
At 31 December 2021	**2,978,488**	**580,696**	**410,006**	**26,565**	**837,017**	**4,832,772**
Depreciation						
At 1 January 2021	*1,111,215*	*636,254*	*330,549*	*35,065*	*692,098*	*2,805,181*
Charge for year	**52,420**	**26,252**	**13,795**	-	**42,064**	**134,531**
Disposals	-	**(171,740)**	**(43,648)**	**(8,500)**	-	**(223,888)**
At 31 December 2021	**1,163,635**	**490,766**	**300,696**	**26,565**	**734,162**	**2,715,824**
Net book value						
At 31 December 2021	**1,814,853**	**89,930**	**109,310**	-	**102,855**	**2,116,948**
At 31 December 2020	*1,867,273*	*95,944*	*64,646*	-	*117,111*	*2,144,974*

Included in freehold land and buildings is land which cost £358,739 *(2020: £358,739)* which is not subject to depreciation.

The freehold land and buildings included in the financial statements at book value were professionally valued on 30 June 1999 by Louis Taylor, Chartered Surveyors, at £1,850,000 on an open market basis. All subsequent additions have been capitalised at cost.

The cost of freehold land and buildings, determined according to the historic cost accounting rules is as follows:

	2021 £	2020 £
Cost	**2,486,576**	*2,486,576*
Aggregate depreciation	**(997,119)**	*(952,100)*
Net book value	**1,489,457**	*1,534,476*

Assets held under hire purchase agreement are as follows:

	2021 £	2020 £
Cost	**537,179**	*537,179*
Aggregate depreciation	**(521,603)**	*(495,554)*
Net book value	**15,576**	*41,625*

12. INVESTMENTS

	2021 £	2020 £
Shares in group companies	312	312

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 *(2020: £2)*. The company has the same registered office address as its parent charity.
- 960 NZ $1 ordinary shares in UCB International Limited, *(2020: 960)* being a 19.2% holding in the company which is registered in New Zealand *(2020: 19.2%)*. The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2021 was NZ $630,612 *(2020: NZ $645,341)* and the net deficit was NZ $17,465 *(2020: NZ $41,783)*.
- Net assets at the year ended 31 March 2021 were NZ $75,893 *(2020: NZ $93,958)*.
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

13. DEBTORS: Amounts falling due within one year

	2021 £	2020 £
Trade debtors	5,784	2,988
Accrued income	279,277	326,428
Prepayments	353,355	303,598
	638,416	633,014

14. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Hire purchase account	10,367	31,027
Trade creditors	199,568	235,827
Taxation and social security	68,917	61,247
Other creditors	56,091	99,401
Accruals	234,898	184,751
	569,841	612,253

15. CREDITORS: Amounts falling due after more than one year

	2021	2020
	£	£
Obligations under hire purchase contracts		
Between one and two years	-	10,342
Between two and five years	-	-
	-	10,342

16. RESERVES

	At 1 January 2021	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2021
	£	£	£	£	£
Movement in Reserves					
Restricted Reserves	97,332	2,051,529	(1,920,810)	-	228,051
Revaluation Reserve	210,915	-	-	(7,401)	203,514
General Reserve	6,125,405	7,522,694	(5,975,492)	7,401	7,680,008
Total Reserves	6,433,652	9,574,223	(7,896,302)	-	8,111,573

	At 1 January 2021	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2021
	£	£	£	£	£
Restricted Reserves					
Fundraising and Publicity	-	1,015	-	-	1,015
UCB Albania	399	300	(699)	-	-
Academy	112	-	(112)	-	-
Broadcasting costs (Radio)	-	1,540,928	(1,540,928)	-	-
Word for Today	-	9,009	(9,009)	-	-
Charitable donations	4,019	1,430	-	-	5,449
Prayerline	69,807	498,847	(347,612)	-	221,042
IT Appeal	22,545	-	(22,000)	-	545
Video	450	-	(450)	-	-
Total Restricted Reserves	97,332	2,051,529	(1,920,810)	-	228,051

16. RESERVES (CONTINUED)

	At 1 January 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2020 £
Movement in Reserves					
Restricted Reserves	91,406	1,690,185	(1,684,259)	-	97,332
Revaluation Reserve	218,316	-	-	(7,401)	210,915
General Reserve	3,992,248	7,887,087	(5,761,331)	7,401	6,125,405
Total Reserves	4,301,970	9,577,272	(7,445,590)	-	6,433,652

	At 1 January 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2020 £
Restricted Reserves					
Fundraising and Publicity	1875	-	(1,875)	-	-
UCB Albania	99	300	-	-	399
Academy	2,703	-	(2,590)	-	112
Broadcasting costs (Radio)	-	1,327,576	(1,327,576)	-	-
Word for Today	-	10,086	(10,086)	-	-
Charitable donations	2,319	1,700	-	-	4,019
Prayerline	58,874	350,523	(339,591)	-	69,807
IT Appeal	25,086	-	(2,541)	-	22,545
Video	450	-	-	-	450
Total Restricted Reserves	91,406	1,690,185	(1,684,259)	-	97,332

The general reserve represents the working capital of the charity. The revaluation reserve was the surplus recognised on the revaluation of the freehold land and buildings; the excess depreciation over the amount calculated on the historic cost is transferred to the general reserve each year.

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £2,051,529 (*2020: £1,690,185*).

Charitable donations received totalled £1,430 (*2020: £1,700*). Donation payments are scheduled to be made to the respective organisations during 2022.

Prayerline: Funds totalling £498,847 (*2020: £350,523*) were received to be spent on Prayerline running costs, including Prayerline Officer, consultancy and a new call management system.

Fundraising and Publicity: Funds totalling £1,015 (*2020: £Nil*) were received for the purchase of display stands during 2021.

IT appeal: UCB received £Nil (*2020: £Nil*) towards the cost of upgrading technological equipment over the next few years. There is £545 *(2020: £22,545)* remaining on this fund to be spent.

16. RESERVES (CONTINUED)

Broadcasting costs (Radio): Funds of £1,540,928 earmarked for radio costs were received in the year (*2020: £1,327,576*), and fully expended.

Word for Today: Funds totalling £9,009 restricted towards Word for Today costs, were received in the year (*2020: £10,086*), and fully expended.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2021 Unrestricted Funds £	2021 Restricted Funds £	2021 Total Funds £
Fixed assets	**2,252,510**	**-**	**2,252,510**
Current assets	**6,200,853**	**228,051**	**6,428,904**
Current liabilities	**(569,841)**	**-**	**(569,841)**
	7,883,522	**228,051**	**8,111,573**

	2020 Unrestricted Funds £	*2020 Restricted Funds £*	*2020 Total Funds £*
Fixed assets	*2,222,000*	*-*	*2,222,000*
Current assets	*4,736,915*	*97,332*	*4,834,247*
Current liabilities	*(612,253)*	*-*	*(612,253)*
Creditors: amounts falling due after more than one year	*(10,342)*	*-*	*(10,342)*
	6,336,320	*97,332*	*6,433,652*

18. PENSION COSTS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £138,509 *(2020: £131,730)*. Contributions totalling £nil *(2020: £19,559)* were payable to the fund at the year end and are included in other creditors.

19. RELATED PARTY TRANSACTIONS

During the year the charitable company had transactions with the following relates parties:

UCB International
There were £237,426 donation payments transactions (*2020: £221,888*) with UCB International Limited, a company in which it owns 19.2% (*2020: 19.2%*) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Affiliates
The charitable company acts as an informal European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other autonomous Christian broadcasters and publishers primarily throughout Europe.
Grants were made to various related parties during the current and previous financial year; as detailed below:

Name of grantee	2021 Grant	2021 Year end creditor	*2020 Grant*	*2020 Year end Creditor*
	£	£	£	£
UCB France	**22,533**	**5,461**	-	-
UCB Switzerland	**36,326**	**-**	*32,258*	-
UCB Ireland	**-**	**-**	*-*	*7,422*
	58,859	**5,461**	*32,258*	*7,422*

David L'Herroux is on the board of UCB France and UCB Switzerland. Full disclosure was made to the Chair of the Trustees, Alan Scotland.

UCB Ireland also received the following financial support:

	2021	*2020*
	£	£
Salary, social security and other pension costs of Station Manager employed by UCB	**51,082**	*52,432*
Office rent charged at less than market value	**4,186**	*4,399*
	55,268	*56,831*

During the year, rent of €5,000 (*2020: €5,000*) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

Invoices totalling £25,178 (*2020: £nil)* were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement.

There was a donation of £5,000 (*2020: £nil)* made to the Awareness Foundation. Alan Scotland is a trustee of UCB and of the Awareness Foundation, although Alan Scotland was not party to the decision to award the donation.

Donations by Trustees totalled £1,260 (*2020: £1,825*) during the financial year.

20. CAPITAL COMMITMENTS

There were capital commitments at 31 December 2021 of £206,615 contracted for but not provided for in the financial statements (*2020: £19,562*).

21. OTHER OPERATING COMMITMENTS

At the year end, the charitable company had total future minimum lease payments under non-cancellable operating leases as follows:

	2021	*2020*
	£	*£*
Expire less than one year	**1,184,136**	*872,197*
Expire between two and five years	**4,203,141**	*97,412*
More than five years	**541,676**	*-*
	5,928,953	*969,609*

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	*2020*
	£	*£*
Net income for the year	**1,677,921**	*2,131,682*
Adjustments for:		
Depreciation charges	**134,531**	*133,239*
Amortisation charges	**36,565**	*71,824*
Interest receivable	**(6,296)**	*(5,267)*
Interest payable	**-**	*-*
Increase in debtors	**(5,401)**	*(66,427)*
(Increase)/decrease in creditors	**(21,752)**	*65,682*
Loss on disposal of fixed assets	**-**	*1,024*
Profit on sale of fixed assets	**-**	*(473)*
Net cash provided by operating activities	**1,815,568**	*2,331,284*

23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2021	**Cash Flows**	**At 31 December 2021**
	£	**£**	**£**
Cash at bank and in hand	*4,201,233*	**1,589,255**	**5,790,488**
Debt due within one year	*(31,027)*	**20,660**	**(10,367)**
Debt due after one year	*(10,342)*	**10,342**	**-**
	4,159,864	**1,620,257**	**5,780,121**

The debt due within one year and after one year relates to hire purchase finance agreements.

	At 1 January 2020	**Cash Flows**	**At 31 December 2020**
	£	**£**	**£**
Cash at bank and in hand	*2,141,918*	*2,059,315*	*4,201,233*
Debt due within one year	*(31,027)*	-	*(31,027)*
Debt due after one year	*(41,369)*	*31,027*	*(10,342)*
	2,069,522	*2,090,342*	*4,159,864*

UNITED CHRISTIAN BROADCASTERS LIMITED

England & Wales - Charity number 299128

Accounts

Company Number: 02182533
Registered Charity Number: 299128

UNITED CHRISTIAN BROADCASTERS LIMITED

(Limited by Guarantee)

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2020

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UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2020

Welcome

Who we are

United Christian Broadcasters ('UCB') is a non-denominational Christian media charity.

Our vision and our benefit to the public

Our vision statement is *changing lives for good by the power of God's Word*. The public benefit we deliver is centred on this vision, and is available to both Christians and non-Christians in a wide variety of accessible and user-friendly formats. We are passionate about seeing lives changed for good in spiritual and practical ways which reflect and demonstrate the Christian faith. These are the benefits that arise out of our charitable objectives.

We confirm that we have complied with our duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission for England and Wales. The comments given throughout this report have been received from the public during the year in response to these benefits.

"UCB is my wake-up call every day and it puts God first in my life. The perspective that UCB gives to the issues of this world and the means to praise God it brings are just what we need to surround ourselves with. Glory to God - keep up the great work"

Charitable objectives

Our charitable objectives are, for the public benefit in the United Kingdom or overseas:

- The advancement of the Christian religion
- The advancement of religious or other education
- The relief of the aged, poor, sick or disabled

Key areas of activity

We further our charitable objectives by operating in the following key areas:

- Radio, News, Podcasts and Video (via DAB digital radio, live stream services, the UCB Player app and podcast providers)
- Publication and distribution of Christian resources across a range of print and electronic media
- Delivery of the Christian message through other digital channels, e.g. social media
- Providing OneHope resources for young people
- Offering a Prayerline service providing excellent quality national prayer support
- Making charitable donations and grants to partner organisations supporting similar activities throughout the world

"We often share the UCB Word For Today with others because it is so relevant to the days in which we live. It gives such practical and challenging ways for us to change and help others too. Thank you"

Our objectives and activities reflect the Great Commission of Jesus Christ (Matthew chapter 28 verses 18-19) in the areas of evangelism, discipleship and mission. Our mission is to offer every person in every place every moment of the day, the opportunity to hear, watch or read the Word of God in a relevant and engaging way.

Strategic report

Review of the year, aims, achievements and performance

"The Bible says that Jesus came that we might have life, life to the full and I strongly believe that we are moving into an hour without precedent, and we, as a ministry, need to be ready like never before; that the people can be resourced, that help them in their faith and for those who are becoming Christians at a time when the Church will not be able to cope with the influx of the unprecedented harvest coming into the barn, where they can turn to reliable content which encourages, edifies and inspires."
Extract from 'I See' by David L'Herroux, UCB Chief Executive

"I work on a ward looking after Covid patients. UCB is constantly on in my car, in my house and in my headphones. I just want to say thanks for all your work and God bless you all"

2020 has certainly been an unprecedented year. The pandemic crises has shaken our country and the world in a way that it has never been shaken before. Here at UCB this is leading us to realise that an acceleration is taking place, giving us a real sense of urgency to reach more people by the power of God's Word via the medium of multi-media platforms. In 2020 we saw many accomplishments:

- Communications structure embedded and adjusted
- Restructuring of the whole Broadcasting department
- Acceleration of the implementation of new ways of working e.g. remote working
- The launch of a new model for Prayerline
- Improved on-air radio fundraising appeals
- An overall improvement in the quality of our media content
- Launch of new resources, including 90 Days of Faith, Hope and Courage in Changing Times and Facing Your Giants

All of these activities have been made possible by God's favour and faithfulness. We are so grateful to the tremendous financial and prayerful support from our partners around the country.

Throughout 2021 we will focus on 'building for growth' in preparation for the promise of an unprecedented move of God by:

- Continuing to review and develop our broadcasting content on all available platforms
- Reviewing our digital radio broadcasting platforms including DAB+ technology
- Extending our reach through new platform opportunities
- Scoping a fully integrated and automated CRM system ready for implementation in 2022
- Continuing to develop our Kingdom culture through putting people first and encouraging a "can do" approach
- Continuing to review our resources bringing efficiencies and growth

"Thank you for all you do at UCB 1 and 2. I wake to the sounds of worship and encouragement before work and that sets me up for the day"

We will focus on:

- Continuing to assess the impact of COVD-19
- Continuing to review and restructure of our processes, increasing synergy across all activities
- Better understanding, growing and engaging with our audiences and supporters
- Developing our income streams

The Trustees are of the opinion that UCB is able to continue as a going concern for the foreseeable future. This opinion has been reached after having reviewed the organisation's financial forecasts covering a period of several years and a range of scenarios, including the possible impact of Covid-19.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2020

Broadcasting and podcasting

We continue to focus on the quality and broad appeal of our broadcasts and podcasts, centred on the Christian faith.

Radio

UCB 1

Broadcasting nationally on DAB digital radio and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player app, live radio streaming services, internet radio and voice-activated smart speakers.

UCB 2

Broadcasting nationally on DAB digital radio and streamed online on the UCB website (ucb.co.uk/listen), smartphones and tablets with the UCB Player app, live radio streaming services, internet radio and voice-activated smart speakers.

Video

Video content from UCB can be seen on the UCB Player app and on UCB social media.

What we aimed to do in 2020

- Reach more people on other platforms by developing a range of podcast content
- Reach more listeners under 35 with new music programmes and features
- Resource more people with Bible-based content

Achievements and performance in 2020

- Significant update to UCB Player app with brand new and timely UCB-produced podcast series (e.g. Lessons From Lockdown)
- Presenter changes and popular new programme features (e.g. Versus the Vicar) targeting the under 35 demographic
- Major radio/podcast 52-episode series *'Bible Biogs in 30 minutes'* - providing warts and all portraits of Biblical characters

What we aim to do in 2021

- Introduce some live weekend programming
- Trial some weekend news bulletins
- Refresh and expand the range of content on the UCB Player app

"I just wanted to say the UCB Word For Today has been a lifeline to a number of people. I have been inundated with responses from people telling me how much help this has been to have something to keep them going"

Publications

The UCB Word For Today is our daily bible reading resource, along with its sister publication Word For You which is aimed at a younger readership. These, together with a range of additional 'ad hoc' timely publications and reading plans (print and digital) are distributed free of charge. They not only assist Christians in their individual spiritual growth but are also used as accessible resources to give non-Christian friends and colleagues. We are continually refining our content and methods of distribution to ensure these resources remain relevant and up-to-date.

UCB Word For Today & Word For You

Both available online at UCB.CO.UK/read, via email at UCB.CO.UK/myaccount and as print editions

OneHope

UCB.CO.UK/onehope

"I love and appreciate you all so much. I never feel lonely when I have UCB to keep me company and inspired to keep pressing forwards!"

What we aimed to do in 2020

- Embed new processes and procedures to improve digital functionality and data management supporting UCB's reach, engagement and impact

Achievements and performance in 2020

- Developed a simplified sign-up system on UCB's website for the UCB Word For Today and Word For You, resulting in an 81% increase in online sign-ups (April-December 2020 compared to the same period of 2019)
- Responded to the needs of our audience during the pandemic by developing and sharing a special new devotional, 'Faith, Hope and Courage in Changing Times', with 40,000 copies distributed
- Developed and released six new eBooks called 'Facing Your Giants' around the subjects of fear, grief, work, business, addiction and money. Available free of charge through UCB's website

What we aim to do in 2021

- Inform and encourage UCB Radio listeners to make the journey with UCB onto a new DAB platform (DAB+) on 1st March 2022
- Complete contract negotiation to ensure continued savings and efficiencies in print and mail management
- Review the 'Sign-up a Friend' print version of the UCB Word for Today and explore possible alternatives

Other digital delivery (non-broadcasting)

We strive to ensure that our content is presented in a relevant and engaging way on a range of digital platforms including social media, the UCB Player App and our website.

What we aimed to do in 2020

- Develop a radio-centric social media strategy
- Recruit and develop an experienced and dynamic social media team to grow the reach and engagement on UCB's social media platforms

Achievements and performance in 2020

- Developed a new process for making social media more radio-centric, ensuring regular content about upcoming shows is promoted on our website and social media
- Recruited an experienced marketing content editor to drive and improve UCB's social media
- Introduced a weekly update of our website homepage with stronger emphasis on radio content

What we aim to do in 2021

- Develop a digital marketing strategy to enhance social media activity and inform the development of UCB's website
- Upgrade our website and email system to improve the user journey, with depth of content and increased reach
- Develop a 'Testimony and Impact Stories' strategy to share transformed lives with a greater number of people

OneHope

UCB.CO.UK/onehope

UCB is excited to be the UK partner of OneHope, a dynamic, international ministry helping to change the lives of young people globally. OneHope works in 238 countries around the world, reaching children of all ages with Biblical print and digital resources. UCB's OneHope partnership, which includes our annual 'Bag of Hope' initiative reaching thousands of young people and their families in the UK, will be strengthened by OneHope digital resources and publications.

What we aimed to do in 2020

- Scope a UK product for older children

Achievements and performance in 2020

- Product development has been delayed due to the restrictions of the Covid-19, despite early discussions between the two organisations and an initial review of OneHope's global research study on young people

What we aim to do in 2021

- Review OneHope's global research relating to young people in the UK
- In partnership with OneHope, scope a UK product for children

Prayerline
UCB.CO.UK/pray, 01782 36 3000

"I really am grateful for Prayerline and for the amazing work that they do"

Our Prayerline gives people the opportunity to receive prayer support by telephone, email or post. Our trained call-taker volunteers are able to listen and pray with callers, seeking to encourage them with God's Word. We run 'satellite' telephone groups across the UK resourced (since March 2020) by home based volunteers, together with an email group and a postal group of volunteers.

What we aimed to do in 2020

- Undertake a strategic review of the Prayerline service (deferred from 2019 due to recruitment of new Head of Prayerline)
- Ongoing recruitment of volunteers whilst exploring options to enhance capacity and close the gap between calls received and calls taken
- Working with broadcasting to promote and encourage prayer on radio

Achievements and performance in 2020

- From the start of COVID lockdown in March 2020, we rapidly restructured to home based call-taking following closure of church buildings, previously used as bases for our satellite telephone groups
- We strengthened promotion of the Prayerline on UCB Radio
- We recruited and trained a new generation of home based volunteers, while at the same time benefitting from a greater proportion of calls received answered i.e. fewer dropped calls

"I cannot begin to tell you all what UCB means to me. It truly brings joy to my heart each and every day"

What we aim to do in 2021

- Consolidate on our gains and learning from 2020
- Continue to improve our rate of answering calls received
- Strengthen collaborative working with UCB Radio

Grants paid
During the year we incurred the cost of grants to 3 organisations (2019: 2 organisations) with similar charitable aims to UCB, for the furtherance of Christian media activity.

"Thank you for all your help at this difficult time. I wake in the morning reading the UCB Word For Today and opening my day with a prayer. Keep up the good work"

Global broadcasting & publication support
We provide practical and financial assistance to other Christian broadcasters and publishers throughout the world. Our grant making policy is to provide grants for the development of UCB Word For Today publications and broadcasting activity, consistent with our charitable objectives.

What we aimed to do in 2020

- Continue to investigate opportunities to provide assistance through grants, training and technical resources, to other Christian broadcasters and publishers

Achievements and performance in 2020

- Consolidated our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training and technical resources to other Christian broadcasters and publishers primarily throughout Europe

What we aim to do in 2021

- Continue consolidating our role as a European regional hub, working in relationship with UCB International and providing assistance through grants, training and technical resources to other Christian broadcasters and publishers primarily throughout Europe

Volunteers and gifts-in-kind

Our Prayerline is manned by 204 (126 phone, 40 email, 38 postal) trained volunteers supported by a small team of paid staff. Without volunteer help this vital ministry would simply not be possible. On the basis that an average of 2 phone & 1 email and postal hours per week for each volunteer were given for 48 weeks, around 29,000 hours were volunteered.

"UCB has been a friend in the house while I have been on my own during lockdown. It has comforted me by being a welcoming voice each afternoon, playing inspiring music"

UCB also benefits from the help of approximately 2,000 church advocates throughout the country. While it is not possible to accurately quantify the hours worked, these volunteers provide an essential connection between UCB and its supporters and beneficiaries at a grass roots level.

We also benefit a pool of casual volunteers who support the ministry in a variety of ways.

There were no major gifts in kind during the year, although UCB aims to achieve synergy in effective partnerships with other organisations.

Financial review

The following information has been summarised from our Statement of Financial Activities:

	2020 £000
Income	
Donations: non-regular	3,716
Donations: regular	4,033
Government grant income	66
Gift Aid tax claimed	1,072
Legacies	570
Income from charitable activities	115
Income from investments	5
	9,577
Expenditure	
Raising funds:	
Fundraising & publicity	720
Charitable activities:	
Broadcasting	3,524
Publications	1,878
Other digital delivery (non-broadcasting)	434
OneHope	47
Prayerline	287
Charitable donations	291
Grants paid	119
Global broadcasting and publication support	145
	7,445
Surplus for the year	2,132

"Listening to UCB Radio has been very beneficial in growing deeper in God, especially during lockdown and churches being closed. Your daily prayers and words of encouragement have been very precious and rewarding too, and UCB Prayerline has been wonderful to turn to for prayer"

Comments

Our top priority in 2020 was to adapt and develop our charitable activities despite the impact of Covid-19. This meant enabling nearly all our staff and volunteers to work from home which was a huge logistical exercise especially since we broadcast 24 hours a day, 7 days a week. There was, and remains, a concern that the longer term effect on the economy and charitable giving has yet to be seen. However despite these difficulties our income actually increased during the year. We have always given a message of Christian hope and this was particularly well received as people from all walks of life engaged with our media output.

With the Covid-19 pandemic still being a major global issue it is impossible to accurately forecast over the longer term. However, our longer term priority remains to manage our income and expenditure in a way which enables us to meet demand for our services as effectively as possible and explore new opportunities, while also maintaining a level of free reserves consistent with our strategy.

Reserves policy

Unrestricted funds (including a revaluation reserve of £211k) amounted to £6,336k. After deducting a total of £2,222k invested in fixed assets, free reserves amount to £4,114k or 6.6 months' expenditure (2019: £2,030k or 3.2 months' expenditure).

The Trustees have determined that the free reserves required to enable continuity of operations should not fall below 3 months' expenditure, approximately £1,861k (2019: £1,882k previously a minimum of 2 months' expenditure £1,255k). The Trustees also take into account the following factors:

- Continual assessment of the reserves required to compensate for the risks that UCB faces, particularly the long term economic impact of Covid-19 which could take several years to be fully evident. This currently justifies holding a higher level of reserves when possible.
- The nature and amount of restricted funds held, particularly when they are due to be spent within the next 12 months and relate to operational costs which would otherwise be paid for out of free reserves. This would justify holding lower free reserves while the restricted funds are spent.
- Planned capital expenditure, repairs and renewals or similar expenditure above normal levels. This would justify holding higher free reserves in advance of such expenditure.

Our overall aim remains to maintain an appropriate level of reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against an assessment of our risks and committing to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

Summary of reserves

	2020 £000
Unrestricted funds:	
General reserve: undesignated	6,125
Revaluation reserve	211
Restricted funds:	
Prayerline	70
IT Appeal	23
Charitable donations	4
	6,433

"We as a family have been reading Word for Today and listening to UCB Radio and watching UCB Video for a number of years. Thank you and keep on supporting so many and proclaiming Jesus to the nation"

The likely timing of the expenditure of restricted funds is as follows:

Prayerline
This relates to the cost of a new Prayerline Relationship Officer role and a new Call Management System, continuing to be spent during 2021 and beyond.

IT appeal
This relates to the cost of upgrading technological equipment over the next few years.

Charitable donations
Donation payments are scheduled to be made to the respective organisations during 2021.

Risk management including principal risks and uncertainties

Risks and the methods of controlling those risks are categorised into four areas which have been adapted from the Balanced Scorecard* model to more closely match UCB's charitable requirements:

Area	Balanced Scorecard equivalent
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

** Balanced Scorecard: An approach to strategic management which provides a clear prescription as to what organisations should measure in order to 'balance' a purely financial perspective.*

Risks are assessed for likelihood and severity, prioritised, and an evaluation made of what action needs to be taken in relation to the higher priority risks. This process is carried out annually or more frequently as required, with actions defined for each item as appropriate.

The major financial risk we face is the impact of Covid-19 on our income which is difficult to accurately predict, although we continually review possible future scenarios. The worst case scenario would be a sustained drop in income caused by a long term weakening of the post-Covid economy, coupled with limited opportunities to reduce the cost of significant contracted expenditure underpinning our broadcasting and publishing activities. This would force us to re-evaluate our activities, potentially letting thousands of listeners and readers down at precisely the same time that the need for our services has never been greater.

Having reviewed the output of this risk management process and identified the risks as explained above, the Trustees confirm that the major risks identified to which UCB is exposed have been assessed and procedures established to manage those risks, allowing them to be mitigated as far as reasonably possible.

Other information

Equal Opportunities and Learning & Development

Our policies support our strategy for an inclusive workplace, promoting equal employment opportunities, equal access to services, equal access for personal and professional development and career progression and promotion in compliance with the Equality Act 2010. These are reviewed annually and updated in accordance with changes to legislation, statutory provision and best practice. We are accredited as a training centre with the Institute of Leadership and Management (ILM), and opportunities are presented to all members of staff to gain an accredited qualification, with other training being provided as appropriate. We confirm that all staff affected by these arrangements are made aware of them and that the operation and effectiveness of these arrangements is satisfactory.

Political and charitable contributions

During the year £410k (2019: £372k) was contributed to other Christian charitable organisations.

Investments

UCB does not currently hold any significant investments. Details concerning the power to hold investments are contained in UCB's Articles of Association.

Related parties

UCB owns 100% of the issued share capital of UCB Media Limited, a dormant trading subsidiary company.

UCB owns 19.2% of the issued share capital of UCB International Limited, a corporate charitable body registered in New Zealand whose charitable objectives are consistent with ours.

Structure, Governance and Management

Constitution

United Christian Broadcasters Limited (UCB) is a company limited by guarantee governed by its Articles of Association. These were updated on 12 February 2020.

Affiliates

UCB voluntarily provides informal support to a number of autonomous charitable Christian media organisations primarily located in Europe. These organisations are referred to as Affiliates. UCB facilitates the sharing of skill, resources and mutual prayer support.

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

- Their existing skills, experience, availability and knowledge of UCB.
- A periodic review of the current Board of Trustees, in particular identifying any shortfalls which could be met by potential candidates.
- The ability to demonstrate a real passion to contribute to fulfilling UCB's objectives.

Potential Trustees are put through an induction process that is carried out prior to appointment. As part of this induction a full package of background information is supplied to the candidate, a skill and experience audit is completed and assessed for compatibility with UCB's requirements, and the candidate attends at least one Trustees' meeting prior to appointment.

Trustees are appointed by Ordinary Resolution. New Trustees are appointed for an initial term of one year after which they are eligible for re-appointment. One third of the other Trustees (or the nearest whole number rounded up) retire each year after which they are eligible for re-appointment.

On appointment and each year thereafter, every Trustee is required to confirm in writing that he or she:

- Is willing to act as a trustee/director of UCB
- Is fully able to accept UCB's Statement of Faith and that there is no additional doctrine that they believe which would detract from or is inconsistent with this statement
- Will use their best endeavours to meet their obligations as a trustee/director of UCB
- Will promote the success of UCB
- Understand UCB's charitable objects, powers and rules set out in its Articles of Association
- Have declared any conflict of interest they or any related parties have, regardless of whether UCB has entered or proposes to enter into any such transactions
- Is willing to be DBS checked if required
- Is a "fit and proper" person as defined by HMRC, or if not has informed the Company Secretary
- Is not automatically disqualified as a Trustee for any of the reasons listed in the Charities (Protection and Social Investment) Act 2016

Our Trustee training policy is to review the general balance of skills and experience at least once a year and provide training as required, either to individual Trustees or the Board as a whole. This is provided in-house or externally as appropriate.

Management

High level strategic decisions are made by the Trustees. The day-to-day management of the charity is delegated to the Chief Executive Officer, working with an Executive team and other staff.

Remuneration

Each year UCB compares the remuneration of all staff, including the Executive team, with independently researched data including a detailed analysis of charity pay throughout a broad range of job roles, charity sizes, and geographical area. In the intervening time between publication of this data and any changes to remuneration, an inflationary adjustment and a review of pay awards published by such organisations as the Office for National Statistics are also taken into account. The current Living Wage is also considered when reviewing lower paid staff. After having taken these factors into account, it is UCB's aim that no person should receive more than the upper quartile of the benchmarked remuneration relevant to their role depending on their skills and experience, or receive less than the lower quartile.

Governance Code

The Charity Governance Code is periodically reviewed by the Trustees, and it is felt that no significant changes need to be made to UCB's governance, although this will be kept under review. Updates regarding safeguarding and diversity have been made in line with the refreshed December 2020 Governance Code. The Trustees have an appropriate balance of skills and experience, underpinned by individual commitment to UCB's charitable aims.

Fundraising

With regard to UCB's approach to fundraising, UCB uses the following Fundraising Mission Statement:

'Fundraising is first and foremost a form of ministry. It is a way of announcing our vision and inviting other people into our mission.' (Henri J.M. Nouwen, 'A Spirituality of Fundraising')

Funds raised are the fruit of the community between God, UCB and our supporters. God's Word and prayer are at the heart of all our Fundraising activities, on air, online and in the post. We have the confidence and freedom in God to invite willing people to build a lasting relationship with us and invest in His work. Everything we have is from our generous God. Working in unity glorifies Him and achieves His purpose.

God's Word is desperately needed throughout our nation. We ask for support on behalf of each person whose life has been impacted and will be impacted.

We pray, we celebrate and we give thanks for every donation, every prayer and every life changed. In obeying God's leading and trusting His provision, we will honour and respect our supporters. In our Fundraising, we are accountable to God, to our supporters and to each other.

Despite the financial uncertainty caused by the pandemic in 2020, UCB's loyal and committed partners continued to support our ministry generating income 11% above target (actual £9,391k, budget £8,466k). The regular donations, as a percentage of total giving (excluding gift aid and legacy giving) reached 52% (£4,034k out of £7,749k).

We commit to the following:

- Adherence to God's principles in asking for support (Exodus chapters 35-36, 1 Chronicles chapter 29, 2 Corinthians chapters 8-9)
- Adherence to governing and regulatory bodies, e.g. Charity Commission, OFCOM, Information Commissioner's Office, Institute of Fundraising Codes of Practice, Fundraising Regulator
- Updating our supporters on the impact of what has been achieved through their donations
- Offering a range of opportunities for people to invest in the work of UCB (e.g. prayer, financial, time, skills, knowledge)
- Maintaining accurate records of our donors' financial investment
- Being good stewards of donors' gifts and treat every donation as a gift from God

Additionally, UCB does not engage professional fundraisers or commercial participators. However, in the likelihood of this changing, UCB would ensure a contract is agreed in line with Charities Act, detailing the work to be carried out (on both sides) and highlighting the legal requirement for the supplier to declare their remuneration to all donors.

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from CIoF continuous improvement professional development.

UCB has a process in place should we receive any fundraising complaints; we advise the complainant that UCB subscribes to the Fundraising Regulator and advises that if they are not satisfied with our handling of their complaint, to contact the Fundraising Regulator directly. UCB monitors and reports internally on fundraising complaints on a monthly basis and submits an annual return to the Fundraising Regulator.

We received only 29 complaints related to fundraising in 2020 (16 via post, 8 via email and 5 via the Fundraising Preference Service). Whilst every complaint is of great concern to UCB and is taken seriously, we believe that this low level of complaints demonstrates the trust, confidence and satisfaction that individuals have with our fundraising activities.

We also have a policy and procedures to protect and safeguard vulnerable individuals who engage with our ministry, highlights of which include:

- If an adult with care and support needs gives or attempts to give a donation, UCB may advise them not to donate, refuse or return the donation
- If a vulnerable adult attempts to sign a friend up to UCB's mailing list, we may advise them to ask their friend to contact us, or refuse to process the request
- Guidance on how to recognise and respond to an allegation or suspicion of abuse
- An ethical policy which recognises that some donations should be refused for various reasons, for example if the donor is vulnerable

Trustees' responsibilities

The Trustees (who are also directors of United Christian Broadcasters Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. 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. The Trustees, who are also the Directors under company law, are responsible for preparing the Trustees' report (comprising Welcome, Strategic Report and Other information) and the financial statements in accordance with applicable law, Statements of Recommended Practice and United Kingdom Generally Accepted Accounting Practice ("the law and regulations").

Disclosure of Information to Auditors

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

UNITED CHRISTIAN BROADCASTERS LIMITED
TRUSTEES' REPORT
YEAR ENDED 31 DECEMBER 2020

Charity information

Registered name
United Christian Broadcasters Limited

Other names used
UCB, UCB 1, UCB 2, UCB Player, The UCB Word For Today, Word For You, OneHope, UCB Prayerline

Registered charity number
299128

Registered company number
2182533 (registered in England and Wales)

Registered office
Hanchurch Christian Centre
Hanchurch Lane
Stoke-on-Trent ST4 8RY

Operations centre
Westport Road
Burslem
Stoke-on-Trent ST6 4JF

Trustees
Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:
A Scotland
D Stacey
E D Edwards
S McCrossan
N Elliott

Senior staff
D L'Herroux (Chief Executive Officer)
R Willoughby (Company Secretary)
A Macpherson
S Ferguson
I De Soyza
D Taviner (from 6 January 2020)

Bankers
HSBC UK Bank plc
2 Etruria Office Village
Forge Lane
Festival Park
Stoke-on-Trent ST1 5RQ

AIB Group (UK) plc t/a AIB (NI)
previously First Trust Bank plc
11-15 Donegall Square North
Belfast BT1 5GB

Allied Irish Banks plc
40/41 Westmoreland Street
Dublin 2

Solicitors
Anthony Collins
134 Edmund Street
Birmingham B3 2ES

Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors
The auditors, Crowe U.K.LLP, who were appointed during the year, will be proposed for reappointment in accordance with section 385 of the companies Act 1985.

The Trustees' report comprising Welcome, Strategic Report and Other information, was approved by the Trustees on 7.7.21 and signed on their behalf by:

A Scotland
Chairman

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UNITED CHRISTIAN BROADCASTERS LIMITED

Opinion

We have audited the financial statements of United Christian Broadcasters ('the charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable

company for fraud. The laws and regulations we considered in this context were Ofcom requirements.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within donations income, legacy and fundraising income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

TWestcott

Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Date: 10 August 2021

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 £ Unrestricted	2020 £ Restricted	2020 £ Total	*2019 £ Total*
INCOME FROM					
Activities to generate funds:					
Donations and legacies	4	7,700,835	1,690,185	9,391,020	*8,288,798*
Government grant income		66,170	-	66,170	-
Investments		5,267	-	5,267	*6,289*
Charitable activities	5	114,815	-	114,815	*142,887*
Total income		7,887,087	1,690,185	9,577,272	*8,437,974*
EXPENDITURE ON					
Raising funds	6	719,580	-	719,580	*758,919*
Net income available for charitable application		7,167,507	1,690,185	8,857,692	*7,679,055*
Charitable activities	6	5,041,751	1,684,259	6,726,010	*6,770,316*
Total expenditure		5,761,331	1,684,259	7,445,590	*7,529,235*
Net movement in funds		2,125,756	5,926	2,131,682	*908,739*
Total funds brought forward		4,210,564	91,406	4,301,970	*3,393,231*
Total funds carried forward	17	6,336,320	97,332	6,433,652	*4,301,970*

All income and expenditure derived from continuing activities. The notes on pages 20 to 36 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
REGISTERED COMPANY NUMBER: 02182533
BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note	2020 £	2020 £	2019 £
Fixed Assets				
Intangible assets	10		76,714	111,876
Tangible assets	11		2,144,974	2,069,217
Investments	12		312	312
			2,222,000	2,181,405
Current Assets				
Debtors: amounts falling due within one year	13	633,014		566,587
Cash at bank and in hand		4,201,233		2,141,918
		4,834,247		2,708,505
Creditors: amounts falling due within one year	14	(612,253)		(546,571)
Net Current Assets			4,221,994	2,161,934
Total Assets less Current Liabilities			6,443,994	4,343,339
Creditors: amounts falling due after more than one year	15		(10,342)	(41,369)
Net Assets			6,433,652	4,301,970
Funds of the charity				
Unrestricted funds:				
General reserve	16		6,125,405	3,992,248
Revaluation reserve	16		210,915	218,316
Restricted funds	16		97,332	91,406
			6,433,652	4,301,970

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 7.7.21

A Scotland

D Stacey

The notes on pages 20 to 36 form part of these financial statements.

UNITED CHRISTIAN BROADCASTERS LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 £	2019 £
Net cash provided by operating activities	22	2,331,284	1,047,655
Cash flows from investing activities			
Interest received		5,267	6,289
Profit on the sale of fixed assets		473	-
Purchase of property, plant and equipment		(246,682)	(204,793)
Net cash used in investing activities		(240,942)	(198,504)
Cash flows from financing activities:			
Payments under hire purchase agreements		(31,027)	44,705
Net cash used in financing activities		(31,027)	44,705
Change in cash and cash equivalents in the reporting period		2,059,315	893,856
Cash and cash equivalents at the beginning of the reporting period		2,141,918	1,248,062
Cash and cash equivalents at the end of the reporting period		4,201,233	2,141,918

The notes on pages 20 to 36 form part of the financial statements.

1. BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements have been prepared under historical cost convention. United Christian Broadcasters Limited meets the definition of a public benefit entity under FRS 102.

Under Section 405 of the Companies Act 2006, consolidated accounts have not been prepared as the inclusion of the dormant subsidiary, UCB International, in not material for the purpose of giving a true and fair view. Therefore these financial statements present information on the parent entity as an individual undertaking only. See note 12 for further information on this company.

2. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Legal Status of the Charity

United Christian Broadcasters Limited (UCB) was incorporated in the United Kingdom as a private company limited by guarantee (registered no. 02182533) on 23 October 1987 and has no share capital.

The liability of members in the event of winding up is limited to an amount not exceeding £1 per members; the number of members as at 31 December 2017 was three.

UCB is also registered as a charity with the Charity Commission (registered no. 299128).

(b) Registered and principle office

The registered office of UCB is Hanchurch Christian Centre, Hanchurch Lane, Stoke-on-Trent, ST4 8RY.

The principal office of UCB is Westport Road, Burslem, Stoke-on-Trent, ST6 4JF.

(c) Going concern

The Trustees have determined that there are no material uncertainties over the charitable company's ability to continue as a going concern. Accordingly, the Trustees believe it is appropriate to prepare the financial statements on the going concern basis.

(d) Fixed assets and depreciation

Depreciation is provided by the charity to write off the cost or valuation of tangible fixed assets over their estimated useful economic lives as follows:

Freehold buildings	-	2% per annum straight line
Plant and equipment	-	20% - 25% per annum straight line
Fixtures and fittings	-	8% per annum straight line
Motor vehicles	-	20% per annum straight line
IT equipment	-	25% per annum straight line

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)
The transitional provisions of Section 17 – Property, Plant and Equipment have been adopted and previous revaluations have been retained but not updated. It is company policy not to revalue tangible fixed assets and details of previous revaluations are given in note 11.

The charity has a policy, capitalising fixed assets where expenditure on such assets is in excess of £1,000. The amounts capitalised are net of recoverable VAT.

No depreciation is charged on land.

(e) Investments
Since none of the investments held by the charitable company are quoted on a recognised stock exchange and the amounts concerned are not material, they are recorded at cost.

(f) Foreign currencies
Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gain or loss on translation is included in the Statement of Financial Activities.

(g) Income
Donations and legacies are accounted for gross when receivable, as long as they are capable of financial measurement, this includes gifts in kind. For cut-off purposes, legacy income is accrued if notification of entitlement on probate has been received within two months of the year-end and the legacy income can be reliably measured. Interest receivable (and payable) is accounted for on the accruals basis.

Other income is also accounted for on the accruals basis.

Income from government grants is recognised when there is entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Where entitlements occurs before income is received, the income is accrued. Where income is received in advance of there being entitlement to the funds the income is deferred.

(h) Expenditure
Expenditure is accounted for on the accruals basis.

Fundraising and publicity costs include all direct costs, together with a proportion of appropriate overheads.

Charitable activities include the direct costs of the activities and depreciation on related assets. Where such costs relate to more than one functional cost category, they have been split on either an estimate of time or floor space basis, as appropriate. Ancillary expenditure relates to all directly attributable costs regarding One Hope.

Support costs comprise service costs which have been allocated to the cost categories disclosed in the Statement of Financial Activities on either an estimate time or floor space basis, as appropriate.

Governance costs comprise of constitutional and statutory requirements incurred in the general running of the charitable company.

Grants are recognised when a constructive obligation arises, resulting in the payment being committed to.
Employee terminations: A redundancy situation arises where the requirement for an employee to undertake work of a particular kind has ceased or diminished. One such redundancy occurred in the year.

(i) Pension costs
The charitable company contributes to a defined contribution pension scheme on behalf of its employees. The amount charged in the Statement of Financial Activities represents the contributions payable to the schemes in respect of the accounting period.

(j) Debtors
Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(l) Funds
Unrestricted funds are funds that are available for use at the discretion of the Trustees in furtherance of the objects of the charitable company.

Restricted funds are amounts which have been earmarked by the donors for specific purposes.

(m) Financial instruments
United Christian Broadcasters Limited only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets comprise of cash, accrued income and trade debtors. Financial liabilities include trade creditors, accruals, hire purchase arrangements and bank loans.

(n) Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Useful economic lives of intangible and tangible assets
The annual amortisation and depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 10 and 11 for the carrying amount of the intangible and tangible assets and notes 1(d) and 1(t) for the useful lives for each class of asset.

Broadcasting licence fees
Where licence fees relating to broadcasting activity are retrospectively agreed with the licensor after the financial year end, a provision for any additional fees payable or due to be refunded is made based on relevant factors which may include previous fees, income generated, costs incurred and listenership or viewership.

Legacies
Legacies are estimated on reliable notification once the amount can be measured reasonably with estate accounts, solicitors and/or other formal notification, due to the uncertainty of use of probate valuation only. If the legacy has been notified but the income recognition criteria is not met and the legacy cannot be reliably measured, the charity will only estimate the amount receivable if material.

(o) Software
New software costing up to £1,000 is fully written off in the period incurred. New software costing over £1,000 are written off over a period of three years on a straight line basis due to the current rapid rate of the technological progress. Support and maintenance costs are recognised in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

(q) Finance leases
Assets obtained under finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over their useful economic lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors. The finance leases held by the charitable company at the financial year end are for IT equipment.

(r) Taxation
The company is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

2. ACCOUNTING POLICIES (CONTINUED)

(s) VAT

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(t) Intangible assets and amortisation

Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2019

(Including an Income and Expenditure Account)

	Note	2019 £ Unrestricted	2019 £ Restricted	2019 £ Total
INCOME FROM				
Activities to generate funds:				
Donations and legacies	4	6,901,974	1,386,824	8,288,798
Other trading activities		-	-	-
Investments		6,289	-	6,289
Charitable activities	5	142,887	-	142,887
Total income		7,051,150	1,386,824	8,437,974
Expenditure on				
Raising funds	6	758,919	-	758,919
Net income available for charitable application		6,292,231	1,386,824	7,679,055
Charitable activities	6	5,405,498	1,364,818	6,770,316
Total expenditure		6,164,417	1,364,818	7,592,235
Net movement in funds		886,733	22,006	908,739
Total funds brought forward		3,323,831	69,400	3,393,231
Total funds carried forward	16	4,210,564	91,406	4,301,970

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted	Restricted	2020 Total	*2019 Total*
	£	£	£	£
Non regular donations	**2,927,712**	**788,227**	**3,715,939**	*3,127,211*
Regular donations	**3,209,999**	**823,517**	**4,033,516**	*3,918,171*
Income tax repayments	**993,347**	**78,441**	**1,071,788**	*965,231*
Legacies	**569,777**	**-**	**569,777**	*278,185*
	7,700,835	**1,690,185**	**9,391,020**	*8,288,798*

5. INCOME FROM CHARITABLE ACTIVITIES

	2020	*2019*
	£	£
Radio broadcasting	4,760	*18,270*
Video	33,400	*52,361*
Other services	76,388	*57,534*
One Hope	267	*14,722*
	114,815	*142,887*

Total income of £9,577,272 was generated from the UK - £9,352,589 Europe - £138,706 Rest of the World - £85,977.

6a. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Direct Costs	Support Costs	Depreciation and amortisation	Total 2020	*Total 2019*
	£	£	£	£	£	£
Raising funds						
Fundraising and publicity costs	334,617	328,342	52,602	4,019	**719,580**	*758,919*
Charitable activities						
Broadcasting – UK and Europe:						
- Radio	876,046	2,110,469	85,207	60,371	**3,132,093**	*3,338,016*
- Video	209,824	116,633	40,200	26,125	**392,782**	*395,968*
Publications:						
- Word for Today	578,175	722,086	105,616	66,317	**1,472,194**	*1,340,046*
- One Hope	75,891	10,105	10,092	2,010	**98,098**	*115,833*
- Other resources	75,266	214,655	11,567	6,029	**307,517**	*284,822*
Other digital delivery (non-broadcasting)	293,608	66,566	54,180	20,096	**434,450**	*422,244*
One Hope	27,790	9,278	7,829	2,010	**46,907**	*46,478*
Prayerline	202,638	49,242	26,845	8,038	**286,763**	*269,589*
Ancillary expenditure:						
One Hope	-	302	-	-	**302**	*11,985*
Charitable donations	-	291,133	-	-	**291,133**	*287,744*
Grants paid	-	118,724	-	-	**118,724**	*84,499*
Global broadcasting and publication support	104,626	19,086	11,287	10,048	**145,047**	*173,182*
Total charitable expenditure	**2,443,864**	**3,728,279**	**352,823**	**201,044**	**6,726,010**	*6,770,316*
Total Resources expenditure	**2,778,481**	**4,056,621**	**405,425**	**205,063**	**7,445,590**	*7,592,235*

6b. SUPPORT COSTS	Operational and Governance £	Finance £	Information Systems £	Total 2020 £	*Total 2019 £*
Raising funds					
Fundraising and publicity costs	6,017	31,094	15,491	**52,602**	*47,924*
Charitable activities					
Broadcasting – UK and Europe:					
- Radio	38,691	11,660	34,856	**85,207**	*81,936*
- Video	19,266	5,441	15,491	**40,198**	*39,033*
Publications:					
- Word for Today	45,902	20,211	39,503	**105,616**	*100,425*
- One Hope	5,439	1,555	3,098	**10,092**	*9,719*
- Other resources	5,365	1,555	4,647	**11,567**	*11,139*
Other digital delivery (non-broadcasting)	25,513	2,332	26,335	**54,180**	*52,598*
One Hope	4,726	1,555	1,549	**7,830**	*7,918*
Prayerline	18,322	777	7,746	**26,845**	*27,623*
Global broadcasting and publication support	3,536	1,555	6,197	**11,288**	*10,557*
Total charitable expenditure	**172,777**	**77,735**	**154,913**	**405,425**	*388,872*

Included in the above are governance costs of £27,484 (*2019:* £31,199).

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

	2020 £	*2019 RESTATED £*
MTU Raadio 7 UCB Meedia (formerly NGO Raadio 7)	**65,715**	*65,759*
UCB Switzerland	**32,258**	-
UCB Italia	**20,751**	*18,740*
	118,724	*84,499*

During the year the charitable company made grants to the above organisations for the furtherance of Word For Today publications and broadcasting activity.

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

	2020	2019
	£	£
Net incoming resources are stated after charging:		
Auditor's remuneration - in respect of audit	**15,020**	*15,703*
Depreciation	**133,239**	*187,117*
Amortisation	**71,824**	*63,523*
Operating lease payments	**1,625,173**	*1,780,914*
(Gain)/loss on exchange rate	**(1,576)**	*69*

9. STAFF NUMBERS AND COSTS

The average full time equivalent number of persons employed by the charitable company during the year was as follows:

	2020	2019
	No.	No.
Costs of generating funds	**11**	*9*
Direct charitable expenditure	**95**	*94*
	106	*103*

The average headcount of persons employed by the charitable company during the year was as follows:

	2020	2019
	No.	No.
Costs of generating funds	**12**	*11*
Direct charitable expenditure	**105**	*104*
	117	*114*

The aggregate payroll costs of these persons were as follows:

	2020	2019
	£	£
Salaries	**2,434,915**	*2,350,336*
Social security costs	**211,836**	*204,840*
Other pension costs	**131,730**	*120,415*
	2,778,481	*2,675,591*

9. STAFF NUMBERS AND COSTS (CONTINUED)

The number of employees earning in excess of £60,000 per annum are detailed below:

	2020 No.	*2019 No.*
£60,001 to £70,000	3	*2*
£70,001 to £80,000	-	*-*
£80,001 to £90,000	-	*1*
£90,001 to £100,000	1	*-*

Defined money purchase contributions payable with regard to the above totalled £15,714 *(2019: £10,980)*.

No remuneration was received by the Trustees in the current or previous financial year.

Reimbursement of travel and accommodation expenses amounting to £2,285 was made during the year *(2019: £7,151)* to 5 Trustees *(2019: 5)*.

Redundancy payments were made during the year totalling £10,009 *(2019: £9,623)*. No amounts were outstanding at the year end.

The remuneration of the senior management team (including employer NI and pension contributions) was:

	2020 £	*2019 £*
Senior management team remuneration	459,413	*451,162*

The senior management team consists of 6 members of staff in 2020 *(2019: 6)*, CEO, Company Secretary, IT and Technical Director, Operations Director, Communications Director and Broadcasting Director.

UCB also paid the Company Secretary £4,200 *(2019: £4,200)* for maintenance of the statutory records of 10 (2019:10) non-trading companies created to protect UCB's intellectual property, on invoice to Richard Willoughby Business Consultancy.

UCB provided the CEO free accommodation on-site during the year as result of a house move, and to ensure continuity of leadership during the onset of the COVID-19 pandemic. The tax due on the benefit for the CEO was met through payroll during the year. UCB also met the costs of British citizenship fees for the CEO during the year.

10. INTANGIBLE FIXED ASSETS

	Software £
Cost/valuation	
At 1 January 2020	*609,089*
Additions	**36,662**
At 31 December 2020	**645,751**
Amortisation	
At 1 January 2020	*497,213*
Charge for year	**71,824**
At 31 December 2020	**569,037**
Net book value	
At 31 December 2020	**76,714**
At 31 December 2019	*111,876*

11. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
Cost/valuation						
At 1 January 2020	*2,947,775*	*700,093*	*369,159*	*39,465*	*723,230*	*4,779,722*
Additions	**30,713**	**67,294**	**26,036**	**-**	**85,979**	**210,022**
Disposals	**-**	**(35,189)**	**-**	**(4,400)**	**-**	**(39,589)**
At 31 December 2020	**2,978,488**	**732,198**	**395,195**	**35,065**	**809,209**	**4,950,155**
Depreciation						
At 1 January 2020	*1,058,851*	*656,641*	*319,533*	*36,652*	*638,828*	*2,710,505*
Charge for year	**52,364**	**14,802**	**11,016**	**1,787**	**53,270**	**133,239**
Disposals	**-**	**(35,189)**	**-**	**(3,374)**	**-**	**(38,563)**
At 31 December 2020	**1,111,215**	**636,254**	**330,549**	**35,065**	**692,098**	**2,805,181**
Net book value						
At 31 December 2020	**1,867,273**	**95,944**	**64,646**	**-**	**117,111**	**2,144,974**
At 31 December 2019	*1,888,924*	*43,452*	*49,626*	*2,813*	*84,402*	*2,069,217*

Included in freehold land and buildings is land which cost £358,739 *(2019: £358,739)* which is not subject to depreciation.

The freehold land and buildings included in the financial statements at book value were professionally valued on 30 June 1999 by Louis Taylor, Chartered Surveyors, at £1,850,000 on an open market basis. All subsequent additions have been capitalised at cost.

The cost of freehold land and buildings, determined according to the historic cost accounting rules is as follows:

	2020 £	*2019 £*
Cost	**2,486,576**	*2,486,576*
Aggregate depreciation	**(952,100)**	*(907,136)*
Net book value	**1,534,476**	*1,579,440*

Assets held under hire purchase agreement are as follows:

	2020 £	*2019 £*
Cost	**537,179**	*537,179*
Aggregate depreciation	**(495,554)**	*(441,520)*
Net book value	**41,625**	*95,659*

12. INVESTMENTS

	2020 £	2019 £
Shares in group companies	312	312

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 *(2019: £2)*. The company has the same registered office address as its parent charity.
- 960 NZ $1 ordinary shares in UCB International Limited, *(2019: 960)* being a 19.2% holding in the company which is registered in New Zealand *(2019: 19.2%)*. The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2020 was NZ $645,341 *(2019: NZ $648,228)* and the net deficit was NZ $41,783 *(2019: NZ $131,831)*.
- Net assets at the year ended 31 March 2020 were NZ $93,958 *(2019: NZ $135,141)*.
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

13. DEBTORS: Amounts falling due within one year

	2020 £	2019 £
Trade debtors	2,988	96
Accrued income	326,428	257,640
Prepayments	303,598	308,851
	633,014	566,587

14. CREDITORS: Amounts falling due within one year

	2020 £	2019 £
Hire purchase account	31,027	31,027
Trade creditors	235,827	189,122
Taxation and social security	61,247	62,335
Other creditors	99,401	107,477
Accruals	184,751	153,600
Deferred income	-	3,010
	612,253	546,571

15. CREDITORS: Amounts falling due after more than one year

	2020	2019
	£	£
Obligations under hire purchase contracts		
Between one and two years	10,342	31,027
Between two and five years	-	10,342
	10,342	41,369

16. RESERVES

	At 1 January 2020	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2020
	£	£	£	£	£
Movement in Reserves					
Restricted Reserves	91,406	1,690,185	(1,684,259)	-	97,332
Revaluation Reserve	218,316	-	-	(7,401)	210,915
General Reserve	3,992,248	7,887,087	(5,761,331)	7,401	6,125,405
Total Reserves	4,301,970	9,577,272	(7,445,590)	-	6,433,652

	At 1 January 2020	Incoming Resources	Outgoing Resources	Transfers	At 31 December 2020
	£	£	£	£	£
Restricted Reserves					
Global	-	-	-	-	-
Fundraising and Publicity	1875	-	(1,875)	-	-
UCB Albania	99	300	-	-	399
Academy	2,703	-	(2,590)	-	112
Broadcasting costs (Radio)	-	1,327,576	(1,327,576)	-	-
Word for Today	-	10,086	(10,086)	-	-
Charitable donations	2,319	1,700	-	-	4,019
Prayerline	58,874	350,523	(339,591)	-	69,807
IT Appeal	25,086	-	(2,541)	-	22,545
Video	450	-	-	-	450
Total Restricted Reserves	91,406	1,690,185	(1,684,259)	-	97,332

16. RESERVES (CONTINUED)

Movement in Reserves	At 1 January 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2019 £
Restricted Reserves	69,400	1,386,824	(1,128,921)	-	69,400
Revaluation Reserve	225,717	-	-	(7,401)	225,717
General Reserve	3,098,114	7,051,150	(6,226,539)	7,401	3,098,114
Total Reserves	3,393,231	8,437,974	(7,355,460)	-	3,393,231

Restricted Reserves	At 1 January 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2018 £
Global	-	100	(100)	-	-
Fundraising and Publicity	1,875	-	-	-	1,875
UCB Albania	99	-	-	-	99
Academy	4,236	-	(1,533)	-	2,703
Broadcasting costs (Radio)	-	1,159,917	(1,159,917)	-	-
Word for Today	-	9,082	(9,082)	-	-
Charitable donations	329	1,990	-	-	2,319
Prayerline	37,440	205,285	(183,851)	-	58,874
IT Appeal	25,421	10,000	(10,335)	-	25,086
Video	-	450	-	-	450
Total Restricted Reserves	69,400	1,386,824	(1,364,818)	-	91,406

16. RESERVES (CONTINUED)

The general reserve represents the working capital of the charity. The revaluation reserve was the surplus recognised on the revaluation of the freehold land and buildings; the excess depreciation over the amount calculated on the historic cost is transferred to the general reserve each year.

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £1,690,185 (2019: £1,386,824).

Charitable donations received totalled £1,700 (2019: £1,990). Donation payments are scheduled to be made to the respective organisations during 2021.

Prayerline: This relates to the cost of a new Prayerline Relationship Officer role and a new Call Management System, to be spent during 2021 and beyond.
Fundraising and Publicity: These funds were spent on display stands during 2020.
IT appeal: UCB received £Nil (2019: £10,000) towards the cost of upgrading technological equipment over the next few years.
Academy: This relates to funds received in advance of UCB delivering media training to third parties in direct furtherance of its charitable objectives. While progress has been slower than originally planned, these funds are being spent in line with this project
Broadcasting costs (Radio): Funds of £1,327,576 earmarked for radio costs were received in the year (2019: £1,519,917), and fully expended.
Word for Today: Funds totalling £10,086, restricted towards Word for Today costs, were received in the year (2019: £9,082), and fully expended.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2020 Unrestricted Funds £	2020 Restricted Funds £	2020 Total Funds £
Fixed assets	2,222,000	-	2,222,000
Current assets	4,736,915	97,332	4,834,247
Current liabilities	(612,253)	-	(612,253)
Creditors: amounts falling due after more than one year	(10,342)	-	(10,342)
	6,336,320	97,332	6,433,652

	2019 Unrestricted Funds £	*2019 Restricted Funds £*	*2019 Total Funds £*
Fixed assets	2,181,405	-	2,181,405
Current assets	2,617,099	91,406	2,708,505
Current liabilities	(546,571)	-	(546,571)
Creditors: amounts falling due after more than one year	(41,369)	-	(41,369)
	4,210,564	91,406	4,301,970

18. PENSION COSTS

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £131,730 *(2019:* £120,415*)*. Contributions totalling £19,559 *(2019:* £18,703*)* were payable to the fund at the year end and are included in other creditors.

19. RELATED PARTY TRANSACTIONS

During the year the charitable company had transactions with the following relates parties:

There were £221,888 donation payments transactions (*2019: £228,885*) with UCB International Limited, a company in which it owns 19.2% (*2019: 19.2%*) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Grants were made to various related parties during the current and previous financial year; as detailed below:

Name of grantee	2020 Grant £	2020 Year end creditor £	*2019 RESTATED Grant £*	*2019 Year end Creditor £*
UCB Switzerland	**32,258**	**-**	*n/a*	*n/a*
UCB Ireland	**-**	**7,422**	*-*	*21,734*
	32,258	**7,422**	*-*	*21,734*

There was a grant of £32,258 (2019: nil) made to UCB Switzerland. David L'Herroux is on the board of UCB Switzerland. Full disclosure was made to the Chair of the Trustees, Alan Scotland, prior to David L'Herroux joining the board of UCB Switzerland.

UCB Ireland also received the following financial support:

	2020 £	*2019 £*
Salary, social security and other pension costs of Station Manager employed by UCB	**52,432**	*44,271*
Office rent charged at less than market value	**4,399**	*6,100*
	56,831	*50,371*

During the year, rent of €5,000 (2019: €5,000) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

There was a donation of £5,000 made to UCB France. David L'Herroux is also on the Board of UCB France. Full disclosure was made to a trustee of UCB prior to the donation being paid. In 2019 there was a donation of £5,000 made to the Awareness Foundation. Alan Scotland is a trustee of UCB and of the Awareness Foundation, although Alan Scotland was not party to the decision to award the donation.

Donations by Trustees totalled £1,825 (*2019: £1,580*) during the financial year.

20. CAPITAL COMMITMENTS

There were capital commitments at 31 December 2020 of £19,562 contracted for but not provided for in the financial statements (*2019: £27,377*).

21. OTHER OPERATING COMMITMENTS

At the year end, the charitable company had total future minimum lease payments under non-cancellable operating leases as follows:

	Other	
	2020	*2019*
	£	*£*
Expire less than one year	**872,197**	*1,656,918*
Expire between two and five years	**97,412**	*933,754*
	969,609	*2,590,672*

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020	*2019*
	£	*£*
Net income for the year	**2,131,682**	*908,739*
Adjustments for:		
Depreciation charges	**133,239**	*187,117*
Amortisation charges	**71,824**	*63,523*
Interest receivable	**(5,267)**	*(6,289)*
Interest payable	**-**	*-*
Increase in debtors	**(66,427)**	*(55,806)*
Increase/(decrease) in creditors	**65,682**	*(49,629)*
Loss on disposal of fixed assets	**1,024**	*-*
Profit on sale of fixed assets	**(473)**	*-*
Net cash provided by operating activities	**2,331,284**	*1,047,655*

23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2020	Cash Flows	At 31 December 2020
	£	£	£
Cash at bank and in hand	*2,141,918*	2,059,315	4,201,233
Debt due within one year	*(31,027)*	-	(31,027)
Debt due after one year	*(41,369)*	31,027	(10,342)
	2,069,522	2,090,342	4,159,864

The debt due within one year and after one year relates to hire purchase finance agreements.

	At 1 January 2019	Cash Flows	At 31 December 2019
	£	£	£
Cash at bank and in hand	*1,248,062*	893,856	2,141,918
Debt due within one year	*(27,691)*	(3,336)	(31,027)
Debt due after one year	*-*	(41,369)	(41,369)
	1,220,371	849,151	2,069,522