

**Company Number: 02182533**  
**Registered Charity Number: 299128**

**UNITED CHRISTIAN BROADCASTERS LIMITED**

**(Limited by Guarantee)**

**REPORTS AND FINANCIAL STATEMENTS**

**YEAR ENDED 31 DECEMBER 2020**

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**TRUSTEES' REPORT**  
**YEAR ENDED 31 DECEMBER 2020**

---

<b>CONTENTS</b>	<b>Page</b>
Trustees' Report	1 - 13
Independent Auditor's Report	14 - 16
Statement of Financial Activities (Including an income and expenditure account)	17
Balance Sheet	18
Cash Flow Statement	19
Notes to the Financial Statements	20 - 36

# 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.

### 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

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.

"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"

"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"

## 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 COVID-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](http://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](http://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

#### 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.

"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"

#### *UCB Word For Today & Word For You*

Both available online at [UCB.CO.UK/read](http://UCB.CO.UK/read), via email at [UCB.CO.UK/myaccount](mailto:UCB.CO.UK/myaccount) and as print editions

#### *OneHope*

[UCB.CO.UK/onehope](http://UCB.CO.UK/onehope)

#### *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

"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!"

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

---

#### *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 1<sup>st</sup> 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

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

---

#### *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

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.

"I really am grateful for Prayerline and for the amazing work that they do"

#### *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.

#### 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.

"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"

#### *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

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

---

#### *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 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.

"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"

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.



# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

#### Financial review

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

	2020 £000
<b>Income</b>	
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
	<b>9,577</b>
<b>Expenditure</b>	
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
	<b>7,445</b>
Surplus for the year	<b>2,132</b>

"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).

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

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	<p>"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"</p>
Unrestricted funds:		
General reserve: undesignated	6,125	
Revaluation reserve	211	
Restricted funds:		
Prayerline	70	
IT Appeal	23	
Charitable donations	4	
	<b>6,433</b>	

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:

<u>Area</u>	<u>Balanced Scorecard equivalent</u>
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.*

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2020**

---

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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

---

## 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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2020

---

#### 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 CloF 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.

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2020**

---

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

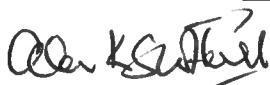
**Auditors**

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

## **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](http://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.



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
<b>INCOME FROM</b>					
<b>Activities to generate funds:</b>					
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
<b>Charitable activities</b>	<b>5</b>	<b><u>114,815</u></b>	<b><u>-</u></b>	<b><u>114,815</u></b>	<b><u>142,887</u></b>
<b>Total income</b>		<b><u>7,887,087</u></b>	<b><u>1,690,185</u></b>	<b><u>9,577,272</u></b>	<b><u>8,437,974</u></b>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>	<b>6</b>	<b><u>719,580</u></b>	<b><u>-</u></b>	<b><u>719,580</u></b>	<b><u>758,919</u></b>
<b>Net income available for charitable application</b>		<b><u>7,167,507</u></b>	<b><u>1,690,185</u></b>	<b><u>8,857,692</u></b>	<b><u>7,679,055</u></b>
<b>Charitable activities</b>	<b>6</b>	<b><u>5,041,751</u></b>	<b><u>1,684,259</u></b>	<b><u>6,726,010</u></b>	<b><u>6,770,316</u></b>
<b>Total expenditure</b>		<b><u>5,761,331</u></b>	<b><u>1,684,259</u></b>	<b><u>7,445,590</u></b>	<b><u>7,529,235</u></b>
<b>Net movement in funds</b>		<b>2,125,756</b>	<b>5,926</b>	<b>2,131,682</b>	<b>908,739</b>
<b>Total funds brought forward</b>		<b><u>4,210,564</u></b>	<b><u>91,406</u></b>	<b><u>4,301,970</u></b>	<b><u>3,393,231</u></b>
<b>Total funds carried forward</b>	<b>17</b>	<b><u>6,336,320</u></b>	<b><u>97,332</u></b>	<b><u>6,433,652</u></b>	<b><u>4,301,970</u></b>

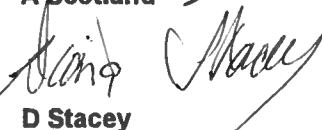
All income and expenditure derived from continuing activities. The notes on pages 20 to 36 form part of these financial statements.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**REGISTERED COMPANY NUMBER: 02182533**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

	Note	2020 £	2020 £	2019 £
<b>Fixed Assets</b>				
Intangible assets	10		76,714	111,876
Tangible assets	11		2,144,974	2,069,217
Investments	12		<u>312</u>	<u>312</u>
			<b>2,222,000</b>	<b>2,181,405</b>
<b>Current Assets</b>				
Debtors: amounts falling due within one year	13	633,014		566,587
Cash at bank and in hand		<u>4,201,233</u>		<u>2,141,918</u>
		<b>4,834,247</b>		<b>2,708,505</b>
<b>Creditors: amounts falling due within one year</b>	14	<b>(612,253)</b>		<b>(546,571)</b>
<b>Net Current Assets</b>			<b>4,221,994</b>	<b>2,161,934</b>
<b>Total Assets less Current Liabilities</b>			<b>6,443,994</b>	<b>4,343,339</b>
<b>Creditors: amounts falling due after more than one year</b>	15		<b>(10,342)</b>	<b>(41,369)</b>
<b>Net Assets</b>			<b>6,433,652</b>	<b>4,301,970</b>
<b>Funds of the charity</b>				
Unrestricted funds:				
General reserve	16	6,125,405		3,992,248
Revaluation reserve	16	210,915		218,316
Restricted funds	16	<u>97,332</u>		<u>91,406</u>
			<b>6,433,652</b>	<b>4,301,970</b>

The financial statements were approved and authorised for issue by the Trustees and were signed on their behalf on 2.7.21

  
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**

---

	<b>Note</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Net cash provided by operating activities</b>	<b>22</b>	<b>2,331,284</b>	<b>1,047,655</b>
<b>Cash flows from investing activities</b>			
Interest received		5,267	6,289
Profit on the sale of fixed assets		473	-
Purchase of property, plant and equipment		<u>(246,682)</u>	<u>(204,793)</u>
<b>Net cash used in investing activities</b>		<b><u>(240,942)</u></b>	<b><u>(198,504)</u></b>
<b>Cash flows from financing activities:</b>			
Payments under hire purchase agreements		(31,027)	44,705
<b>Net cash used in financing activities</b>		<b><u>(31,027)</u></b>	<b><u>44,705</u></b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>2,059,315</b>	<b>893,856</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b><u>2,141,918</u></b>	<b><u>1,248,062</u></b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b><u>4,201,233</u></b>	<b><u>2,141,918</u></b>

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, 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. 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.



**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**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
<b>INCOME FROM</b>				
<b>Activities to generate funds:</b>				
Donations and legacies	4	6,901,974	1,386,824	8,288,798
Other trading activities		-	-	-
Investments		6,289	-	6,289
<b>Charitable activities</b>	5	<u>142,887</u>	<u>-</u>	<u>142,887</u>
<b>Total income</b>		<u>7,051,150</u>	<u>1,386,824</u>	<u>8,437,974</u>
<b>Expenditure on</b>				
Raising funds	6	<u>758,919</u>	<u>-</u>	<u>758,919</u>
<b>Net income available for charitable application</b>		<u>6,292,231</u>	<u>1,386,824</u>	<u>7,679,055</u>
<b>Charitable activities</b>	6	<u>5,405,498</u>	<u>1,364,818</u>	<u>6,770,316</u>
<b>Total expenditure</b>		<u>6,164,417</u>	<u>1,364,818</u>	<u>7,592,235</u>
<b>Net movement in funds</b>		886,733	22,006	908,739
<b>Total funds brought forward</b>		<u>3,323,831</u>	<u>69,400</u>	<u>3,393,231</u>
<b>Total funds carried forward</b>	16	<u>4,210,564</u>	<u>91,406</u>	<u>4,301,970</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**4. INCOME FROM DONATIONS AND LEGACIES**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2020 Total</b>	<b>2019 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<u>7,700,835</u>	<u>1,690,185</u>	<u>9,391,020</u>	<u>8,288,798</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Radio broadcasting	4,760	18,270
Video	33,400	52,361
Other services	76,388	57,534
One Hope	267	14,722
	<u>114,815</u>	<u>142,887</u>

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**

	<b>Staff Costs</b>	<b>Direct Costs</b>	<b>Support Costs</b>	<b>Depreciation and amortisation</b>	<b>Total 2020</b>	<b>Total 2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Raising funds</b>						
Fundraising and publicity costs	334,617	328,342	52,602	4,019	719,580	758,919
<b>Charitable activities</b>						
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
<b>Total charitable expenditure</b>	<u>2,443,864</u>	<u>3,728,279</u>	<u>352,823</u>	<u>201,044</u>	<u>6,726,010</u>	<u>6,770,316</u>
<b>Total Resources expenditure</b>	<u>2,778,481</u>	<u>4,056,621</u>	<u>405,425</u>	<u>205,063</u>	<u>7,445,590</u>	<u>7,592,235</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

	Operational and Governance £	Finance £	Information Systems £	Total 2020 £	Total 2019 £
<b>6b. SUPPORT COSTS</b>					
<b>Raising funds</b>					
Fundraising and publicity costs	6,017	31,094	15,491	<b>52,602</b>	47,924
<b>Charitable activities</b>					
Broadcasting – UK and Europe:					
- Radio	38,691	11,660	34,856	<b>85,207</b>	81,936
- Video	19,266	5,441	15,491	<b>40,198</b>	39,033
Publications:					
- Word for Today	45,902	20,211	39,503	<b>105,616</b>	100,425
- One Hope	5,439	1,555	3,098	<b>10,092</b>	9,719
- Other resources	5,365	1,555	4,647	<b>11,567</b>	11,139
Other digital delivery (non-broadcasting)	25,513	2,332	26,335	<b>54,180</b>	52,598
One Hope	4,726	1,555	1,549	<b>7,830</b>	7,918
Prayerline	18,322	777	7,746	<b>26,845</b>	27,623
Global broadcasting and publication support	<u>3,536</u>	<u>1,555</u>	<u>6,197</u>	<u><b>11,288</b></u>	<u>10,557</u>
<b>Total charitable expenditure</b>	<u><b>172,777</b></u>	<u><b>77,735</b></u>	<u><b>154,913</b></u>	<u><b>405,425</b></u>	<u><b>388,872</b></u>

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)	<b>65,715</b>	65,759
UCB Switzerland	<b>32,258</b>	-
UCB Italia	<u><b>20,751</b></u>	<u>18,740</u>
	<u><b>118,724</b></u>	<u><b>84,499</b></u>

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

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<i>Net incoming resources are stated after charging:</i>		
Auditor's remuneration - in respect of audit	<b>15,020</b>	<b>15,703</b>
Depreciation	<b>133,239</b>	<b>187,117</b>
Amortisation	<b>71,824</b>	<b>63,523</b>
Operating lease payments	<b>1,625,173</b>	<b>1,780,914</b>
(Gain)/loss on exchange rate	<b><u>(1,576)</u></b>	<b><u>69</u></b>

**9. STAFF NUMBERS AND COSTS**

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

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
Costs of generating funds	<b>11</b>	<b>9</b>
Direct charitable expenditure	<b><u>95</u></b>	<b><u>94</u></b>
	<b><u>106</u></b>	<b><u>103</u></b>

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

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
Costs of generating funds	<b>12</b>	<b>11</b>
Direct charitable expenditure	<b><u>105</u></b>	<b><u>104</u></b>
	<b><u>117</u></b>	<b><u>114</u></b>

The aggregate payroll costs of these persons were as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries	<b>2,434,915</b>	<b>2,350,336</b>
Social security costs	<b>211,836</b>	<b>204,840</b>
Other pension costs	<b><u>131,730</u></b>	<b><u>120,415</u></b>
	<b><u>2,778,481</u></b>	<b><u>2,675,591</u></b>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**9. STAFF NUMBERS AND COSTS (CONTINUED)**

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

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
£60,001 to £70,000	3	2
£70,001 to £80,000	-	-
£80,001 to £90,000	-	1
£90,001 to £100,000	<u>1</u>	<u>=</u>

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:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Senior management team remuneration	<u>459,413</u>	<u>451,162</u>

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**

	<b>Software £</b>
<b>Cost/valuation</b>	
At 1 January 2020	609,089
Additions	36,662
At 31 December 2020	<u>645,751</u>
<b>Amortisation</b>	
At 1 January 2020	497,213
Charge for year	71,824
At 31 December 2020	<u>569,037</u>
<b>Net book value</b>	
At 31 December 2020	<u>76,714</u>
At 31 December 2019	<u>111,876</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**11. TANGIBLE FIXED ASSETS**

	Freehold Land and Buildings £	Plant and Equipment £	Fixtures and Fittings £	Motor Vehicles £	IT Equipment £	Total £
<b>Cost/valuation</b>						
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	<u>2,978,488</u>	<u>732,198</u>	<u>395,195</u>	<u>35,065</u>	<u>809,209</u>	<u>4,950,155</u>
<b>Depreciation</b>						
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	<u>1,111,215</u>	<u>636,254</u>	<u>330,549</u>	<u>35,065</u>	<u>692,098</u>	<u>2,805,181</u>
<b>Net book value</b>						
At 31 December 2020	<u>1,867,273</u>	<u>95,944</u>	<u>64,646</u>	<u>-</u>	<u>117,111</u>	<u>2,144,974</u>
At 31 December 2019	<u>1,888,924</u>	<u>43,452</u>	<u>49,626</u>	<u>2,813</u>	<u>84,402</u>	<u>2,069,217</u>

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	<u>(952,100)</u>	<u>(907,136)</u>
<b>Net book value</b>	<u>1,534,476</u>	<u>1,579,440</u>

Assets held under hire purchase agreement are as follows:

	2020 £	2019 £
Cost	537,179	537,179
Aggregate depreciation	<u>(495,554)</u>	<u>(441,520)</u>
<b>Net book value</b>	<u>41,625</u>	<u>95,659</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**12. INVESTMENTS**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Shares in group companies	<b><u>312</u></b>	<b><u>312</u></b>

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**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>2,988</b>	<b>96</b>
Accrued income	<b>326,428</b>	<b>257,640</b>
Prepayments	<b><u>303,598</u></b>	<b><u>308,851</u></b>
	<b><u>633,014</u></b>	<b><u>566,587</u></b>

**14. CREDITORS: Amounts falling due within one year**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Hire purchase account	<b>31,027</b>	<b>31,027</b>
Trade creditors	<b>235,827</b>	<b>189,122</b>
Taxation and social security	<b>61,247</b>	<b>62,335</b>
Other creditors	<b>99,401</b>	<b>107,477</b>
Accruals	<b>184,751</b>	<b>153,600</b>
Deferred income	<b><u>-</u></b>	<b><u>3,010</u></b>
	<b><u>612,253</u></b>	<b><u>546,571</u></b>



**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**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
	<u>10,342</u>	<u>41,369</u>

**16. RESERVES**

	At 1 January 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2020 £
<b>Movement in Reserves</b>					
Restricted Reserves	91,406	1,690,185	(1,684,259)	-	97,332
Revaluation Reserve	218,316	-	-	(7,401)	210,915
General Reserve	<u>3,992,248</u>	<u>7,887,087</u>	<u>(5,761,331)</u>	<u>7,401</u>	<u>6,125,405</u>
Total Reserves	<u>4,301,970</u>	<u>9,577,272</u>	<u>(7,445,590)</u>	<u>-</u>	<u>6,433,652</u>

	At 1 January 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2020 £
<b>Restricted Reserves</b>					
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	<u>450</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>450</u>
Total Restricted Reserves	<u>91,406</u>	<u>1,690,185</u>	<u>(1,684,259)</u>	<u>-</u>	<u>97,332</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**16. RESERVES (CONTINUED)**

	At 1 January 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2019 £
<b>Movement in Reserves</b>					
Restricted Reserves	69,400	1,386,824	(1,128,921)	-	69,400
Revaluation Reserve	225,717	-	-	(7,401)	225,717
General Reserve	<u>3,098,114</u>	<u>7,051,150</u>	<u>(6,226,539)</u>	<u>7,401</u>	<u>3,098,114</u>
<b>Total Reserves</b>	<u>3,393,231</u>	<u>8,437,974</u>	<u>(7,355,460)</u>	<u>-</u>	<u>3,393,231</u>
	At 1 January 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2018 £
<b>Restricted Reserves</b>					
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
<b>Total Restricted Reserves</b>	<u>69,400</u>	<u>1,386,824</u>	<u>(1,364,818)</u>	<u>-</u>	<u>91,406</u>

**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.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	<b>2020</b>	<b>2020</b>	<b>2020</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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	<u>(10,342)</u>	<u>-</u>	<u>(10,342)</u>
	<b><u>6,336,320</u></b>	<b><u>97,332</u></b>	<b><u>6,433,652</u></b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>Funds</b>	<b>Funds</b>	<b>Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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	<u>(41,369)</u>	<u>-</u>	<u>(41,369)</u>
	<b><u>4,210,564</u></b>	<b><u>91,406</u></b>	<b><u>4,301,970</u></b>

**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.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

**19. RELATED PARTY TRANSACTIONS**

During the year the charitable company had transactions with the following related 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	2020	2019	2019
	Grant	Year end creditor	RESTATED Grant	Year end Creditor
	£	£	£	£
UCB Switzerland	32,258	-	n/a	n/a
UCB Ireland	-	7,422	-	21,734
	<u>32,258</u>	<u>7,422</u>	<u>-</u>	<u>21,734</u>

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	<u>4,399</u>	<u>6,100</u>
	<u>56,831</u>	<u>50,371</u>

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).

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**21. OTHER OPERATING COMMITMENTS**

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

	<b>Other</b>	
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Expire less than one year	<b>872,197</b>	<b>1,656,918</b>
Expire between two and five years	<b><u>97,412</u></b>	<b><u>933,754</u></b>
	<b><u>969,609</u></b>	<b><u>2,590,672</u></b>

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

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Net Income for the year</b>	<b>2,131,682</b>	<b>908,739</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>133,239</b>	<b>187,117</b>
Amortisation charges	<b>71,824</b>	<b>63,523</b>
Interest receivable	<b>(5,267)</b>	<b>(6,289)</b>
Interest payable	<b>-</b>	<b>-</b>
Increase in debtors	<b>(66,427)</b>	<b>(55,806)</b>
Increase/(decrease) in creditors	<b>65,682</b>	<b>(49,629)</b>
Loss on disposal of fixed assets	<b>1,024</b>	<b>-</b>
Profit on sale of fixed assets	<b><u>(473)</u></b>	<b><u>-</u></b>
<b>Net cash provided by operating activities</b>	<b><u>2,331,284</u></b>	<b><u>1,047,655</u></b>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2020**

---

**23. ANALYSIS OF CHANGES IN NET DEBT**

	<i>At 1 January 2020</i>	<b>Cash Flows</b>	<b>At 31 December 2020</b>
	£	£	£
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	<u>(41,369)</u>	<u>31,027</u>	<u>(10,342)</u>
	<u>2,069,522</u>	<u>2,090,342</u>	<u>4,159,864</u>

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

	<i>At 1 January 2019</i>	<b>Cash Flows</b>	<b>At 31 December 2019</b>
	£	£	£
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	<u>-</u>	<u>(41,369)</u>	<u>(41,369)</u>
	<u>1,220,371</u>	<u>849,151</u>	<u>2,069,522</u>