

**UNITED CHRISTIAN BROADCASTERS LIMITED  
TRUSTEES' REPORT  
YEAR ENDED 31 DECEMBER 2021**

---

**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**

---

<b>CONTENTS</b>	<b>Page</b>
Trustees' Report	1 - 14
Independent Auditor's Report	15 - 17
Statement of Financial Activities (Including an income and expenditure account)	18
Balance Sheet	19
Cash Flow Statement	20
Notes to the Financial Statements	21 - 37

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

## 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.

"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"

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 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:

- 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

"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"

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:

- 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

"I love the work you do, and the fact that you're offering support for those who need it"

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



# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

- 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](http://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](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)

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

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 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

#### *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 1<sup>st</sup> March 2022

#### 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 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

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

#### 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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

#### 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 resourced 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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

#### Financial review

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

	2021 £000
<b>Income</b>	
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
	<b>9,574</b>
<b>Expenditure</b>	
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
	<b>7,896</b>
Surplus for the year	<b>1,678</b>

"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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

#### 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
	<hr/>
	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.



# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 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.*

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.

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2021**

---

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



# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

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.

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2021**

---

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.

# UNITED CHRISTIAN BROADCASTERS LIMITED

## TRUSTEES' REPORT

### YEAR ENDED 31 DECEMBER 2021

---

#### 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

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **YEAR ENDED 31 DECEMBER 2021**

---

#### **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.

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **YEAR ENDED 31 DECEMBER 2021**

---

#### **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.



# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **YEAR ENDED 31 DECEMBER 2021**

---

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
<b>INCOME FROM</b>					
<b>Activities to generate funds:</b>					
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
<b>Charitable activities</b>	5	<u>64,633</u>	<u>-</u>	<u>64,633</u>	<u>114,815</u>
<b>Total income</b>		<u>7,522,694</u>	<u>2,051,529</u>	<u>9,574,223</u>	<u>9,577,272</u>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>	6	<u>742,266</u>	<u>-</u>	<u>742,266</u>	<u>719,580</u>
<b>Net income available for charitable application</b>		<u>6,780,428</u>	<u>2,051,529</u>	<u>8,831,957</u>	<u>8,857,692</u>
<b>Charitable activities</b>	6	<u>5,233,226</u>	<u>1,920,810</u>	<u>7,154,036</u>	<u>6,726,010</u>
<b>Total expenditure</b>		<u>5,975,492</u>	<u>1,920,810</u>	<u>7,896,302</u>	<u>7,445,590</u>
<b>Net movement in funds</b>		1,547,202	130,719	1,677,921	2,131,682
<b>Total funds brought forward</b>		<u>6,336,320</u>	<u>97,332</u>	<u>6,433,652</u>	<u>4,301,970</u>
<b>Total funds carried forward</b>	17	<u>7,883,522</u>	<u>228,051</u>	<u>8,111,573</u>	<u>6,433,652</u>

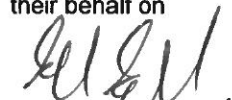
All income and expenditure derived from continuing activities. The notes on pages 21 to 37 form part of these financial statements.

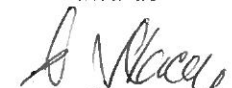


**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**REGISTERED COMPANY NUMBER: 02182533**  
**BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2021 £	2020 £
<b>Fixed Assets</b>				
Intangible assets	10	135,250		76,714
Tangible assets	11	2,116,948		2,144,974
Investments	12	<u>312</u>		<u>312</u>
		<b>2,252,510</b>		<b>2,222,000</b>
<b>Current Assets</b>				
Debtors: amounts falling due within one year	13	638,416		633,014
Cash at bank and in hand		<u>5,790,488</u>		<u>4,201,233</u>
		<b>6,428,904</b>		<b>4,834,247</b>
<b>Creditors: amounts falling due within one year</b>	14	<b>(569,841)</b>		<b>(612,253)</b>
<b>Net Current Assets</b>		<b>5,859,063</b>		<b>4,221,994</b>
<b>Total Assets less Current Liabilities</b>		<b>8,111,573</b>		<b>6,443,994</b>
<b>Creditors: amounts falling due after more than one year</b>	15	<u>-</u>		<u>(10,342)</u>
<b>Net Assets</b>		<b>8,111,573</b>		<b>6,433,652</b>
<b>Funds of the charity</b>				
Unrestricted funds:				
General reserve	16	7,680,008		6,125,405
Revaluation reserve	16	203,514		210,915
Restricted funds	16	<u>228,051</u>		<u>97,332</u>
		<b>8,111,573</b>		<b>6,433,652</b>

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**

---

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Net cash provided by operating activities</b>	<b>22</b>	<b>1,815,568</b>	<b>2,331,284</b>
<b>Cash flows from investing activities</b>			
Interest received		6,296	5,267
Profit on the sale of fixed assets			473
Purchase of property, plant and equipment		<u>(201,606)</u>	<u>(246,682)</u>
<b>Net cash used in investing activities</b>		<b><u>(195,310)</u></b>	<b><u>(240,942)</u></b>
<b>Cash flows from financing activities:</b>			
Payments under hire purchase agreements		(31,003)	(31,027)
<b>Net cash used in financing activities</b>		<b><u>(31,003)</u></b>	<b><u>(31,027)</u></b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>1,589,255</b>	<b>2,059,315</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b><u>4,201,233</u></b>	<b><u>2,141,918</u></b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b><u>5,790,488</u></b>	<b><u>4,201,233</u></b>

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, 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 31<sup>st</sup> 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.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

---

**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
<b>INCOME FROM</b>				
<b>Activities to generate funds:</b>				
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
<b>Charitable activities</b>	5	<u>114,815</u>	<u>-</u>	<u>114,815</u>
<b>Total income</b>		<u>7,887,087</u>	<u>1,690,185</u>	<u>9,577,272</u>
<b>Expenditure on</b>				
Raising funds	6	<u>719,580</u>	<u>-</u>	<u>719,580</u>
<b>Net income available for charitable application</b>		<u>7,167,507</u>	<u>1,690,185</u>	<u>8,857,692</u>
<b>Charitable activities</b>	6	<u>5,041,751</u>	<u>1,684,259</u>	<u>6,726,010</u>
<b>Total expenditure</b>		<u>5,761,331</u>	<u>1,684,259</u>	<u>7,445,590</u>
<b>Net movement in funds</b>		2,125,756	5,926	2,131,682
<b>Total funds brought forward</b>		<u>4,210,564</u>	<u>91,406</u>	<u>4,301,970</u>
<b>Total funds carried forward</b>	16	<u>6,336,320</u>	<u>97,332</u>	<u>6,433,652</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

**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	<u>204,740</u>	<u>-</u>	<u>204,740</u>	<u>569,777</u>
	<u>7,444,711</u>	<u>2,051,529</u>	<u>9,496,240</u>	<u>9,391,020</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	2021	2020
	£	£
Radio broadcasting	-	4,760
Video	44,600	33,400
Other services	12,596	76,388
One Hope	<u>7,437</u>	<u>267</u>
	<u>64,633</u>	<u>114,815</u>

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
	£	£	£	£	£	£
<b>Raising funds</b>						
Fundraising and publicity costs	341,736	339,297	57,882	3,351	742,266	719,580
<b>Charitable activities</b>						
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
<b>Total charitable expenditure</b>	<u>2,562,494</u>	<u>4,045,561</u>	<u>378,236</u>	<u>167,745</u>	<u>7,154,036</u>	<u>6,726,010</u>
<b>Total Resources expenditure</b>	<u>2,904,230</u>	<u>4,384,858</u>	<u>436,118</u>	<u>171,096</u>	<u>7,896,302</u>	<u>7,445,590</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

	Operational and Governance £	Finance £	Information Systems £	Total 2021 £	Total 2020 £
<b>6b. SUPPORT COSTS</b>					
<b>Raising funds</b>					
Fundraising and publicity costs	9,928	33,833	14,121	57,882	52,602
<b>Charitable activities</b>					
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	<u>4,345</u>	<u>1,692</u>	<u>5,648</u>	<u>11,685</u>	<u>11,288</u>
<b>Total charitable expenditure</b>	<b><u>210,331</u></b>	<b><u>84,583</u></b>	<b><u>141,203</u></b>	<b><u>436,118</u></b>	<b><u>405,425</u></b>

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
	<u>117,540</u>	<u>118,724</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 2021**

---

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

	2021 £	2020 £
<i>Net incoming resources are stated after charging:</i>		
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	<u>1,885</u>	<u>(1,576)</u>

**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	<u>82</u>	<u>84</u>
	<u>93</u>	<u>95</u>

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	<u>90</u>	<u>93</u>
	<u>102</u>	<u>105</u>

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	<u>138,509</u>	<u>131,730</u>
	<u>2,904,230</u>	<u>2,778,481</u>

**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	<u>1</u>	<u>1</u>

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	<u>477,370</u>	<u>459,413</u>

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**

	<b>Software £</b>
<b>Cost/valuation</b>	
At 1 January 2021	645,751
Additions	95,101
At 31 December 2021	<u>740,852</u>
<b>Amortisation</b>	
At 1 January 2021	569,037
Charge for year	36,565
At 31 December 2021	<u>605,602</u>
<b>Net book value</b>	
At 31 December 2021	<u>135,250</u>
At 31 December 2020	<u>76,714</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

**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 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	<u>2,978,488</u>	<u>580,696</u>	<u>410,006</u>	<u>26,565</u>	<u>837,017</u>	<u>4,832,772</u>
<b>Depreciation</b>						
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	<u>1,163,635</u>	<u>490,766</u>	<u>300,696</u>	<u>26,565</u>	<u>734,162</u>	<u>2,715,824</u>
<b>Net book value</b>						
At 31 December 2021	<u>1,814,853</u>	<u>89,930</u>	<u>109,310</u>	<u>-</u>	<u>102,855</u>	<u>2,116,948</u>
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>

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	<u>(997,119)</u>	<u>(952,100)</u>
<b>Net book value</b>	<u>1,489,457</u>	<u>1,534,476</u>

Assets held under hire purchase agreement are as follows:

	2021 £	2020 £
Cost	537,179	537,179
Aggregate depreciation	<u>(521,603)</u>	<u>(495,554)</u>
<b>Net book value</b>	<u>15,576</u>	<u>41,625</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

---

**12. INVESTMENTS**

	<b>2021</b>	<b>2020</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 (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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>5,784</b>	<b>2,988</b>
Accrued income	<b>279,277</b>	<b>326,428</b>
Prepayments	<b><u>353,355</u></b>	<b><u>303,598</u></b>
	<b><u>638,416</u></b>	<b><u>633,014</u></b>

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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Hire purchase account	<b>10,367</b>	<b>31,027</b>
Trade creditors	<b>199,568</b>	<b>235,827</b>
Taxation and social security	<b>68,917</b>	<b>61,247</b>
Other creditors	<b>56,091</b>	<b>99,401</b>
Accruals	<b><u>234,898</u></b>	<b><u>184,751</u></b>
	<b><u>569,841</u></b>	<b><u>612,253</u></b>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

**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	-	-
	<u>-</u>	<u>10,342</u>

**16. RESERVES**

	At 1 January 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2021 £
<b>Movement in Reserves</b>					
Restricted Reserves	97,332	2,051,529	(1,920,810)	-	228,051
Revaluation Reserve	210,915	-	-	(7,401)	203,514
General Reserve	<u>6,125,405</u>	<u>7,522,694</u>	<u>(5,975,492)</u>	<u>7,401</u>	<u>7,680,008</u>
Total Reserves	<u>6,433,652</u>	<u>9,574,223</u>	<u>(7,896,302)</u>	<u>-</u>	<u>8,111,573</u>

	At 1 January 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 December 2021 £
<b>Restricted Reserves</b>					
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	<u>450</u>	<u>-</u>	<u>(450)</u>	<u>-</u>	<u>-</u>
Total Restricted Reserves	<u>97,332</u>	<u>2,051,529</u>	<u>(1,920,810)</u>	<u>-</u>	<u>228,051</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

**16. RESERVES (CONTINUED)**

	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>					
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	<u>91,406</u>	<u>1,690,185</u>	<u>(1,684,259)</u>	<u>-</u>	<u>97,332</u>

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.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

---

**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**

	<b>2021</b>	<b>2021</b>	<b>2021</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	<b>2,252,510</b>	-	<b>2,252,510</b>
Current assets	<b>6,200,853</b>	<b>228,051</b>	<b>6,428,904</b>
Current liabilities	<b>(569,841)</b>	-	<b>(569,841)</b>
	<b><u>7,883,522</u></b>	<b><u>228,051</u></b>	<b><u>8,111,573</u></b>
	<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	<b>2,222,000</b>	-	<b>2,222,000</b>
Current assets	<b>4,736,915</b>	<b>97,332</b>	<b>4,834,247</b>
Current liabilities	<b>(612,253)</b>	-	<b>(612,253)</b>
Creditors: amounts falling due after more than one year	<b>(10,342)</b>	-	<b>(10,342)</b>
	<b><u>6,336,320</u></b>	<b><u>97,332</u></b>	<b><u>6,433,652</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 £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.



**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

**19. RELATED PARTY TRANSACTIONS**

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

<b>Name of grantee</b>	<b>2021 Grant</b>	<b>2021 Year end creditor</b>	<b>2020 Grant</b>	<b>2020 Year end Creditor</b>
	£	£	£	£
UCB France	22,533	5,461	-	-
UCB Switzerland	36,326	-	32,258	-
UCB Ireland	-	-	-	7,422
	<u>58,859</u>	<u>5,461</u>	<u>32,258</u>	<u>7,422</u>

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:

	<b>2021</b>	<b>2020</b>
	£	£
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	<u>4,186</u>	<u>4,399</u>
	<u>55,268</u>	<u>56,831</u>

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.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

---

**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	-
	<u>5,928,953</u>	<u>969,609</u>

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

	2021	2020
	£	£
<b>Net income for the year</b>	<b>1,677,921</b>	<b>2,131,682</b>
<b>Adjustments for:</b>		
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)
	<u>1,815,568</u>	<u>2,331,284</u>
<b>Net cash provided by operating activities</b>	<b>1,815,568</b>	<b>2,331,284</b>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2021**

---

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

	<i>At 1 January 2021</i>	<b>Cash Flows</b>	<b>At 31 December 2021</b>
	£	£	£
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	-
	<u>4,159,864</u>	<u>1,620,257</u>	<u>5,780,121</u>

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

	<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	(41,369)	31,027	(10,342)
	<u>2,069,522</u>	<u>2,090,342</u>	<u>4,159,864</u>