

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

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

**UNITED CHRISTIAN BROADCASTERS LIMITED  
(Limited by Guarantee)  
REPORTS AND FINANCIAL STATEMENTS  
YEAR ENDED 31 DECEMBER 2022**

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**TRUSTEES' REPORT**  
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# UNITED CHRISTIAN BROADCASTERS LIMITED

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## Welcome

### Who we are

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

### Our vision and our benefit to the public

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

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

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

### Charitable objectives

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

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

### Key areas of activity

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

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

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

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

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

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## Strategic report

### Review of the year, aims, achievements and performance

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

David L'Herroux, UCB Chief Executive

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

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

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

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

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

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

We will focus on:

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

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- Developing new and existing income streams

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

#### Broadcasting and podcasting

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

#### *Radio: UCB1 and UCB 2*

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

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

#### *Video*

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

#### *What we aimed to do in 2022*

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

#### Publications

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

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

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

Both available online at [UCB.CO.UK/read](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)

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

#### *What we aimed to do in 2022*

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

#### Other digital delivery (non-broadcasting)

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

#### *What we aimed to do in 2022*

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

#### OneHope

UCB.CO.UK/onehope

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

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

#### *What we aimed to do in 2022*

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

#### Prayerline

UCB.CO.UK/pray, 01782 36 3000

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

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

#### *What we aimed to do in 2022*

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

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

#### UCB Academy

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

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

#### *What we aimed to do in 2022*

- Conduct a feasibility study of the Kingdom Academy.

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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

#### Grants paid

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

#### Global broadcasting & publication support

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

#### *What we aimed to do in 2022*

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

1) To be the facilitator, incubator, replicator and unifier within Europe, and encourage all UCB Europe UCB affiliates (old and new) to demonstrate:

- A mission orientated culture
- A kingdom spirit (non-denominational)
- Integrity
- Generosity (open hand)
- Stewardship
- Intentional focus on reaching people by the power of God's Word, through mass media

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

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

#### *Achievements and performance in 2022*

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

#### *What we aim to do in 2023*

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



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

#### Capital expenditure

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

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

#### **Volunteers and gifts-in-kind**

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

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

We also benefit from a pool of casual volunteers who support the ministry in a variety of ways.

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

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

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#### Financial review

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

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

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

#### Comments

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

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

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

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#### Reserves policy

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

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

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

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

#### Summary of reserves

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

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

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

#### Prayerline

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

#### Charitable donations

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

#### Broadcasting costs (Radio)

Funds received to be spent on News and Current Affairs over the next year

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#### Risk management including principal risks and uncertainties

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

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

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

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

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

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

## Other information

### Equal Opportunities and Learning & Development

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

### Political and charitable contributions

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

### Investments

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

### Related parties

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

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

## **Structure, Governance and Management**

### Constitution

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

### Affiliates

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

### Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

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

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

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

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

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

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

### Management

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

### Remuneration

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

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

#### Governance Code

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

#### Fundraising

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

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

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

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

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

We commit to the following:

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

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

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from 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. We received only 44 complaints related to fundraising in 2022 (18 by post, 20 by email and 6 by telephone). In addition, 15 complaints received online were via the Fundraising Preference Service. Whilst every complaint is of great concern to UCB and is taken seriously, we

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2022**

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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 2022**

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#### **Charity information**

*Registered name*

United Christian Broadcasters Limited

*Other names used*

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

*Registered charity number*

299128

*Registered company number*

2182533 (registered in England and Wales)

*Registered office*

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

*Operations centre*

Westport Road  
Burslem  
Stoke-on-Trent ST6 4JF

*Trustees*

Names of Trustees, who are also the directors for the purposes of the Companies Act, during the year:

A Scotland  
D Stacey  
E D Edwards  
S McCrossan  
N Elliott  
M Oakes (resigned 29 July 2022)

*Senior staff*

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



# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **TRUSTEES' REPORT**

### **YEAR ENDED 31 DECEMBER 2022**

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#### *Bankers*

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

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

Allied Irish Banks plc  
7/12 Dame Street  
Dublin 2

#### *Solicitors*

Anthony Collins  
134 Edmund Street  
Birmingham B3 2ES

Bates Wells  
10 Queen Street Place  
London EC4R 1BE

#### *Auditors*

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

#### *Reappointment of auditors*

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

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

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



**A Scotland**  
Chairman

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **YEAR ENDED 31 DECEMBER 2022**

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#### **Opinion**

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

In our opinion the financial statements:

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

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

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

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

# **UNITED CHRISTIAN BROADCASTERS LIMITED**

## **INDEPENDENT AUDITOR'S REPORT**

### **YEAR ENDED 31 DECEMBER 2022**

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

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

#### **Matters on which we are required to report by exception**

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

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

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

#### **Responsibilities of trustees**

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](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 2022**

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

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

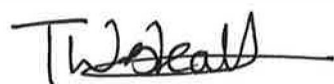
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

#### **Use of our report**

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



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

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

Date 10 August 2023

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

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

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

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

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

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

A Scotland

*Alan K. Smith*

D Stacey

*D. Stacey*

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

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

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

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



## **1. BASIS OF ACCOUNTING**

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

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

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

## **2. ACCOUNTING POLICIES**

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

### **(a) Legal Status of the Charity**

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

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

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

### **(b) Registered and principle office**

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

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

### **(c) Going concern**

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

### **(d) Fixed assets and depreciation**

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

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

**2. ACCOUNTING POLICIES (CONTINUED)**

**(d) Fixed assets and depreciation (continued)**

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

No depreciation is charged on land.

**(e) Investments**

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

**(f) Foreign currencies**

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

**(g) Income**

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

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

Other income is also accounted for on the accruals basis.

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

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

**(h) Expenditure**

Expenditure is accounted for on the accruals basis.

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

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

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

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

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

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

**(i) Pension costs**

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

**(j) Debtors**

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

**2. ACCOUNTING POLICIES (CONTINUED)**

**(k) Creditors**

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

**(l) Funds**

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

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

**(m) Financial instruments**

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

**(n) Significant estimates and judgements**

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

Useful economic lives of intangible and tangible assets

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

Legacies:

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

**(o) Software**

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

**(p) Operating leases**

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

**(q) Finance leases**

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

**(r) Grants**

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

**(s) Taxation**

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

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. ACCOUNTING POLICIES (CONTINUED)**

- (s) **VAT**  
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- (t) **Intangible assets and amortisation**  
Intangible assets are stated at their historical cost and amortised at 33% per annum on a straight-line basis over their expected useful lives.

**3. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2021**  
**(Including an Income and Expenditure Account)**

	Note	<i>Restated</i> 2021 £ <i>Unrestricted</i>	2021 £ <i>Restricted</i>	<i>Restated</i> 2021 £ <i>Total</i>
<b>INCOME FROM</b>				
<b>Activities to generate funds:</b>				
Donations and legacies	4	7,380,418	2,051,529	9,431,947
Government grant income		7,054	-	7,054
Investments		6,296	-	6,296
<b>Charitable activities</b>	<b>5</b>	<u>64,633</u>	<u>-</u>	<u>64,633</u>
<b>Total income</b>		<u>7,458,401</u>	<u>2,051,529</u>	<u>9,509,930</u>
<b>EXPENDITURE ON</b>				
<b>Raising funds</b>	<b>6</b>	<u>742,266</u>	<u>-</u>	<u>742,266</u>
<b>Net income available for charitable application</b>		<u>6,716,135</u>	<u>2,051,529</u>	<u>8,767,664</u>
<b>Charitable activities</b>	<b>6</b>	<u>5,233,226</u>	<u>1,920,810</u>	<u>7,154,036</u>
<b>Total expenditure</b>		<u>5,975,492</u>	<u>1,920,810</u>	<u>7,896,302</u>
<b>Net movement in funds</b>		1,482,909	130,719	1,613,628
<b>Total funds brought forward</b>		<u>6,242,489</u>	<u>97,332</u>	<u>6,339,821</u>
<b>Total funds carried forward</b>	<b>17</b>	<u>7,725,398</u>	<u>228,051</u>	<u>7,953,449</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**4. INCOME FROM DONATIONS AND LEGACIES**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2022</b>	<i>Restated</i>
	<b>£</b>	<b>£</b>	<b>Total</b>	<i>2021</i>
			<b>£</b>	<i>Total</i>
				<b>£</b>
Non-regular donations	<b>2,089,711</b>	<b>1,282,819</b>	<b>3,372,530</b>	3,785,155
Regular donations	<b>3,688,636</b>	<b>843,601</b>	<b>4,532,237</b>	4,367,708
Income tax repayments	<b>940,318</b>	<b>197,309</b>	<b>1,137,627</b>	1,138,637
Legacies	<b>323,869</b>	<b>-</b>	<b>323,869</b>	140,447
	<b><u>7,042,534</u></b>	<b><u>2,323,729</u></b>	<b><u>9,366,263</u></b>	<b><u>9,431,947</u></b>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Video	<b>41,000</b>	44,600
Other services	<b>48,623</b>	12,596
One Hope	<b><u>7,446</u></b>	<b><u>7,437</u></b>
	<b><u>97,069</u></b>	<b><u>64,633</u></b>

Total income of £9,544,323 was generated from the UK - £9,405,952 (restated 2021: £9,360,042), Europe - £49,532 (2021: £64,912), Rest of the World - £88,839 (2021: £84,976).

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**YEAR ENDED 31 DECEMBER 2022**

**6a. ANALYSIS OF TOTAL EXPENDITURE**

	Staff Costs	Other Direct Costs	Support Costs	Depreciation	Total 2022	Total 2021
	£	£	£	£	£	£
<b>Cost of generating funds</b>						
Fundraising and publicity costs	<u>373,535</u>	<u>406,835</u>	<u>71,042</u>	<u>4,197</u>	<u>855,609</u>	<u>742,266</u>
	<u>373,535</u>	<u>406,835</u>	<u>71,042</u>	<u>4,197</u>	<u>855,609</u>	<u>742,266</u>
<b>Charitable activities</b>						
Broadcasting – UK and Europe:						
Radio	1,103,310	1,810,881	99,738	62,235	3,076,164	3,539,681
Video	162,162	112,020	47,077	27,278	348,537	328,412
Publications:						
Word for Today	626,073	736,758	123,832	69,244	1,555,907	1,467,948
One Hope	81,647	30,110	11,221	2,098	125,076	130,349
Other resources	80,934	232,991	13,707	6,295	333,927	311,630
Other digital delivery (non-broadcasting)	303,431	83,902	64,594	20,983	472,910	430,192
One Hope	30,312	11,717	8,942	2,098	53,069	49,629
Prayerline	214,917	52,414	30,746	8,393	306,470	290,595
Ancillary expenditure: One Hope	-	6,146	-	-	6,146	5,814
Charitable donations	-	382,852	-	-	382,852	314,026
Grants paid	-	446,696	-	-	446,696	117,540
Global broadcasting and publication support	111,721	63,811	14,084	10,492	200,108	168,220
<b>Total charitable expenditure</b>	<u>2,714,507</u>	<u>3,970,298</u>	<u>413,941</u>	<u>209,116</u>	<u>7,307,862</u>	<u>7,154,036</u>
<b>Total Resources expenditure</b>	<u>3,088,042</u>	<u>4,377,133</u>	<u>484,983</u>	<u>213,313</u>	<u>8,163,471</u>	<u>7,896,302</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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	Operational and Governance £	Finance £	Information Systems £	Total 2022 £	Total 2021 £
<b>6b. SUPPORT COSTS</b>					
<b>Cost of generating funds:</b>					
Fundraising and publicity	16,903	34,857	19,282	71,042	57,882
<b>Charitable activities</b>					
Broadcasting – UK and Europe:					
Radio	43,280	13,071	43,387	99,738	90,200
Video	21,694	6,100	19,283	47,077	42,875
Publications:					
Word for Today	52,003	22,657	49,172	123,832	114,613
One Hope	5,622	1,743	3,856	11,221	11,342
Other resources	6,179	1,743	5,785	13,707	12,528
Other digital delivery (non-broadcasting)	29,198	2,614	32,782	64,594	56,864
One Hope	5,271	1,743	1,928	8,942	8,726
Prayerline	20,233	871	9,642	30,746	29,403
Global broadcasting and publication support	4,628	1,743	7,713	14,084	11,685
<b>Total charitable expenditure</b>	<b>205,011</b>	<b>87,142</b>	<b>192,830</b>	<b>484,983</b>	<b>436,118</b>

Included in the above are governance costs of £39,965 (2021: £29,102).

**7. GRANT FUNDING ACTIVITIES**

The following grants were made during the year:

	2022 £	2021 £
UCB Deutschland	174,463	22,533
MTU Raadio 7 UCB Meedia	55,446	58,681
UCB Switzerland	173,049	36,326
UCB Italia	43,738	-
	<u>446,696</u>	<u>117,540</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**  
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**8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR**

	2022 £	2021 £
<i>Net incoming resources are stated after charging:</i>		
Auditor's remuneration - in respect of audit	17,545	15,950
Depreciation	189,244	134,531
Amortisation	24,069	36,565
Operating lease payments	1,204,947	1,813,989
(Loss)/gain on exchange rate	<u>(2,480)</u>	<u>1,885</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:

	2022 No.	2021 No.
Costs of generating funds	10	11
Direct charitable expenditure	<u>83</u>	<u>82</u>
	<u>93</u>	<u>93</u>

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

	2022 No.	2021 No.
Costs of generating funds	11	12
Direct charitable expenditure	<u>92</u>	<u>90</u>
	<u>103</u>	<u>102</u>

The aggregate payroll costs of these persons were as follows:

	2022 £	2021 £
Salaries	2,700,183	2,538,571
Social security costs	244,830	227,150
Other pension costs	<u>143,029</u>	<u>138,509</u>
	<u>3,088,042</u>	<u>2,904,230</u>



**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**9. STAFF NUMBERS AND COSTS (CONTINUED)**

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

	<b>2022 No.</b>	<b>2021 No.</b>
£60,001 to £70,000	4	4
£70,001 to £80,000	1	-
£90,001 to £100,000	1	1

Defined money purchase contributions payable with regard to the above totalled £23,455 (2021: £16,036).

Remuneration to Trustees amounting to £150 was made during the year (2021: £400). This was paid to 1 (2021: 2) Trustee(s) for speaking at staff meetings and leading worship.

Reimbursement of travel and accommodation expenses amounting to £11,643 was made during the year (2021: £1,181) to 6 Trustees (2021: 5).

Redundancy and settlement payments were made during the year totalling £4,847 to 1 individual (2021: £9,061 to 2 individuals). No amounts were outstanding at the year end.

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

	<b>2022 £</b>	<b>2021 £</b>
Senior management team remuneration	<u>496,779</u>	<u>477,370</u>

The senior management team consists of 6 members of staff in 2022 (2021: 6), CEO, Company Secretary, IT and Technical Director, Operations Director, Academy Development Director and Broadcasting Director.

UCB also paid the Company Secretary £nil (2021: £3,150) for maintenance of the statutory records of nil (2021: 10) non-trading companies created to protect UCB's intellectual property, on invoice to Richard Willoughby Business Consultancy.

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

M Oakes was a Trustee during the year until 29 July 2022. During this time as a Trustee, UCB remunerated the following amounts: Communications consultancy £17,710 (2021: £nil), leading worship music £150 (2021: £150) and general travel and subsistence £349 (2021: £50). This provision of services was made in accordance with the provisions of Section 185 of the Charities Act 2011.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 DECEMBER 2022**

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**10. INTANGIBLE FIXED ASSETS**

	<b>Software £</b>
<b>Cost/valuation</b>	
<i>At 1 January 2022</i>	740,852
Additions	<u>26,519</u>
 <i>At 31 December 2022</i>	 <u><b>767,371</b></u>
<b>Amortisation</b>	
<i>At 1 January 2022</i>	605,602
Charge for year	<u>24,069</u>
 <i>At 31 December 2022</i>	 <u><b>629,671</b></u>
<b>Net book value</b>	
<i>At 31 December 2022</i>	<u><b>137,700</b></u>
 <i>At 31 December 2021</i>	 <u><b>135,250</b></u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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**11. TANGIBLE FIXED ASSETS**

	<b>Freehold Land and Buildings £</b>	<b>Plant and Equipment £</b>	<b>Fixtures and Fittings £</b>	<b>Motor Vehicles £</b>	<b>IT Equipment £</b>	<b>Total £</b>
<b>Cost/valuation</b>						
<i>At 1 January 2022</i>	2,978,488	580,696	410,006	26,565	837,017	4,832,772
Additions	-	5,731	-	-	314,207	319,938
Disposals	-	-	-	-	(2,575)	(2,575)
<b>At 31 December 2022</b>	<b><u>2,978,488</u></b>	<b><u>586,427</u></b>	<b><u>410,006</u></b>	<b><u>26,565</u></b>	<b><u>1,148,649</u></b>	<b><u>5,150,135</u></b>
<b>Depreciation</b>						
<i>At 1 January 2022</i>	1,163,635	490,766	300,696	26,565	734,162	2,715,824
Charge for year	52,420	27,386	12,413	-	97,025	189,244
Disposals	-	-	-	-	(2,575)	(2,575)
<b>At 31 December 2022</b>	<b><u>1,216,055</u></b>	<b><u>518,152</u></b>	<b><u>313,109</u></b>	<b><u>26,565</u></b>	<b><u>828,612</u></b>	<b><u>2,902,493</u></b>
<b>Net book value</b>						
<b>At 31 December 2022</b>	<b><u>1,762,433</u></b>	<b><u>68,275</u></b>	<b><u>96,897</u></b>	<b><u>-</u></b>	<b><u>320,037</u></b>	<b><u>2,247,642</u></b>
<i>At 31 December 2021</i>	<i><u>1,814,853</u></i>	<i><u>89,930</u></i>	<i><u>109,310</u></i>	<i><u>-</u></i>	<i><u>102,855</u></i>	<i><u>2,116,948</u></i>

Included in freehold land and buildings is land which cost £358,739 (2021: £358,739) which is not subject to depreciation.

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

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

	<b>2022 £</b>	<b>2021 £</b>
Cost	2,486,576	2,486,576
Aggregate depreciation	<u>(1,042,138)</u>	<u>(997,119)</u>
<b>Net book value</b>	<b><u>1,444,438</u></b>	<b><u>1,489,457</u></b>

Assets held under hire purchase agreement are as follows:

	<b>2022 £</b>	<b>2021 £</b>
Cost	719,650	537,179
Aggregate depreciation	<u>(598,307)</u>	<u>(521,603)</u>
<b>Net book value</b>	<b><u>121,343</u></b>	<b><u>15,576</u></b>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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**12. INVESTMENTS**

	2022 £	2021 £
Shares in group companies	<u>312</u>	<u>312</u>

Investments include the following:

- a 100% holding of the two £1 ordinary shares of UCB Media Ltd (formerly UCB Direct Limited), a company registered in England and Wales. The company was dormant in the current and previous year. The company has reserves of £2 (2021: £2). The company has the same registered office address as its parent charity.
- 960 NZ \$1 ordinary shares in UCB International Limited, (2021: 960) being a 19.2% holding in the company which is registered in New Zealand (2021: 19.2%). The objects of this charitable company, which are consistent with the objects of United Christian Broadcasters, are to establish, operate, assist and encourage broadcasting production and transmission studios and stations in any part of the world for presentation of the Christian message. The gross income of this company for the year ended 31 March 2022 was NZ \$735,281 (2021: NZ \$630,612) and the net surplus was NZ \$54,748 (2021: NZ \$17,465).
- Net assets at the year ended 31 March 2022 were NZ \$130,640 (2021: NZ \$75,893).
- The shares in UCB International are held in order to provide UCB with voting rights at UCB International shareholders' meetings.

**13. DEBTORS: Amounts falling due within one year**

	2022 £	<i>Restated</i> 2021 £
Trade debtors	71	5,784
Accrued income	261,221	121,153
Prepayments	<u>319,135</u>	<u>353,355</u>
	<u>580,427</u>	<u>480,292</u>

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

	2022 £	2021 £
Hire purchase account	60,780	10,367
Trade creditors	228,746	199,568
Taxation and social security	79,555	68,917
Other creditors	212,811	56,091
Accruals	<u>191,763</u>	<u>234,898</u>
	<u>773,655</u>	<u>569,841</u>

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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**15. CREDITORS: Amounts falling due after more than one year**

	2022 £	2021 £
Obligations under hire purchase contracts		
Between one and two years	<u>60,780</u>	<u>-</u>
	<u>60,780</u>	<u>-</u>

**16. RESERVES**

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

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

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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**16. RESERVES (CONTINUED)**

	<i>Restated At 1 January 2021 £</i>	<i>Restated Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>Restated At 31 December 2021 £</i>
<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>6,031,574</u>	<u>7,458,401</u>	<u>(5,975,492)</u>	<u>7,401</u>	<u>7,521,884</u>
Total Reserves	<u>6,339,821</u>	<u>9,509,930</u>	<u>(7,896,302)</u>	<u>-</u>	<u>7,953,449</u>
	<i>At 1 January 2021 £</i>	<i>Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>At 31 December 2021 £</i>
<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>

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

The restricted reserves represent donations received for specific purposes. The total restricted donations received during the year were £2,323,729 (2021: £2,051,529).

Charitable donations received totalled £3,404 (2021: £1,430). Donation payments are scheduled to be made to the respective organisations during 2023.

Prayerline: Funds totalling £439,370 (2021: £498,847) were received to be spent on Prayerline running costs, including Prayerline Officer, consultancy and a new call management system.

Fundraising and Publicity: Funds totalling £nil (2021: £1,015) were received for the purchase of display stands during 2022.

IT appeal: UCB received £nil (2021: £Nil) towards the cost of upgrading technological equipment over the next few years. There is £nil (2021: £545) remaining on this fund to be spent.

**UNITED CHRISTIAN BROADCASTERS LIMITED**  
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**16. RESERVES (CONTINUED)**

Broadcasting costs (Radio): Funds of £1,864,535 earmarked for radio costs were received in the year (2021: £1,540,928). An amount of £93k was specifically received for the News and Current Affairs Team (NCAT) 'Two year development plan', the balance (£92,350) to be expended during 2023 and 2024.

Word for Today: Funds totalling £16,020 restricted towards Word for Today costs, were received in the year (2021: £9,009), and fully expended.

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

	<b>2022</b>	<b>2022</b>	<b>2022</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total Funds</b>
	<b>Funds</b>	<b>Funds</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
Fixed assets	2,385,654	-	2,385,654
Current assets	7,380,103	402,979	7,783,082
Current liabilities	(773,655)	-	(773,655)
Non-current liabilities	(60,780)	-	(60,780)
	<u>8,931,322</u>	<u>402,979</u>	<u>9,334,301</u>
	<i>Restated</i>		<i>Restated</i>
	<i>2021</i>	<i>2021</i>	<i>2021</i>
	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total Funds</i>
	<i>Funds</i>	<i>Funds</i>	
	<i>£</i>	<i>£</i>	<i>£</i>
Fixed assets	2,252,510	-	2,252,510
Current assets	6,042,729	228,051	6,270,780
Current liabilities	(569,841)	-	(569,841)
	<u>7,725,398</u>	<u>228,051</u>	<u>7,953,449</u>

**18. PENSION COSTS**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted to £143,029 (2021: £138,509). Contributions totalling £22,216 (2021: £nil) were payable to the fund at the year end and are included in other creditors.

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**19. RELATED PARTY TRANSACTIONS**

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

UCB International

There were £294,621 donation payments transactions (2021: £237,426) with UCB International Limited, a company in which it owns 19.2% (2021: 19.2%) of the shares. David L'Herroux, CEO, was appointed as a director of UCB International from 10.3.16 and is still currently a director of UCB International.

Affiliates

The charitable company acts as an informal European regional hub, working in relationship with UCB International and providing assistance through grants, training, technical resources and spiritual support to other autonomous Christian broadcasters and publishers primarily throughout Europe. Grants were made to various related parties during the current and previous financial year, as detailed below:

Name of grantee	2022 Grant £	2022 Year end creditor £	2021 Grant £	2021 Year end Creditor £
UCB France	-	-	22,533	5,461
UCB Switzerland	119,424	53,625	36,326	-
UCB Ireland	-	-	-	-
	<u>119,424</u>	<u>53,625</u>	<u>58,859</u>	<u>5,461</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. The charitable company owns the building occupied by UCB Ireland and the following Trustees and officer of the charitable company are Members of UCB Ireland: A Scotland, D Stacey, R Willoughby. R Willoughby also acts as Company Secretary for UCB Ireland.

UCB Ireland also received the following financial support:

	2022 £	2021 £
Salary, social security and other pension costs of Station Manager employed by UCB	53,628	51,082
Office rent charged at less than market value	<u>4,186</u>	<u>4,186</u>
	<u>57,814</u>	<u>55,268</u>

During the year, rent of €5,000 (2021: €5,000) was charged to United Christian Broadcasters (Ireland) in respect of the business premises occupied by United Christian Broadcasters (Ireland). Based upon comparable arrangements in the local area, the fair market rental value of the property is approximately €12,000 per year.

Invoices totalling £33,302 (2021: £25,178) were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement.

There was a donation of £nil (2021: £5,000) made to the Awareness Foundation. Alan Scotland is a Trustee of UCB and of the Awareness Foundation, although Alan Scotland was not party to the decision to award the donation.

Donations by Trustees totalled £2,223 (2021: £1,260) during the financial year.



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A ministry gift of £250 (2021: nil) was made to Daniel L'Herroux, brother of UCB's CEO. This payment was authorised by Alan Scotland, Chair of the Trustees.

**20. CAPITAL COMMITMENTS**

There were capital commitments at 31 December 2022 of £65,721 contracted for but not provided for in the financial statements (2021: £206,615). These relate to PrimeNet orders for Dell Tape Drive bundles (£36,577) and barcode switches (£33,444).

**21. OTHER OPERATING COMMITMENTS**

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Expire less than one year	<b>1,117,768</b>	<b>1,184,136</b>
Expire between two and five years	<b>3,359,154</b>	<b>4,203,141</b>
More than five years	<b><u>540,495</u></b>	<b><u>541,676</u></b>
	<b><u>5,017,417</u></b>	<b><u>5,928,953</u></b>

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

	<b>2022</b>	<i>Restated</i> <b>2021</b>
	<b>£</b>	<b>£</b>
<b>Net income for the year</b>	<b>1,380,852</b>	<b>1,613,628</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>189,244</b>	<b>134,531</b>
Amortisation charges	<b>24,069</b>	<b>36,565</b>
Interest receivable	<b>(80,991)</b>	<b>(6,296)</b>
(Increase)/decrease in debtors	<b>(100,135)</b>	<b>58,892</b>
Increase/(decrease) in creditors	<b><u>153,401</u></b>	<b><u>(21,752)</u></b>
<b>Net cash provided by operating activities</b>	<b><u>1,566,440</u></b>	<b><u>1,815,568</u></b>

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

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

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

	<i>At 1 January 2021</i>	<i>Cash Flows</i>	<i>At 31 December 2021</i>
	£	£	£
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>

**24. CHANGE IN ACCOUNTING POLICIES**

In 2022 UCB changed its accounting policy for the recognition of legacies. Previously legacy income was recognised on notification of entitlement on probate and the legacy valued at probate or estimated market value; reviewed and adjusted up to two months of the year-end.

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

The 2021 comparatives have been restated to show the prior year adjustment arising from the change in accounting policy. After taking account of this adjustment, free reserves and total funds as at 1<sup>st</sup> January 2021 and 31<sup>st</sup> December 2021 have decreased by £94k and £158k respectively.

	<i>At 1 January 2021</i>	<i>At 31 December 2021</i>
	£	£
<b>Reconciliation of reserves</b>		
Reserves as stated previously	6,433,652	8,111,573
Legacy accrual – change in basis	<u>(93,831)</u>	<u>(158,124)</u>
<b>Reserves as restated</b>	<u><b>6,339,821</b></u>	<u><b>7,953,449</b></u>

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At 31 December  
2021

£

**Reconciliation of 2021 surplus for the period**

2021 surplus as stated previously	1,677,921
Legacy accrual – change in basis	<u>(64,293)</u>
<b>2021 surplus as restated</b>	<b><u>1,613,628</u></b>