

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

Company Number: 02182533
Registered Charity Number: 299128

**UNITED CHRISTIAN BROADCASTERS LIMITED
(Limited by Guarantee)
REPORTS AND FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023**

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

CONTENTS	Page
Trustees' Report	1 - 17
Independent Auditor's Report	18 - 20
Statement of Financial Activities (Including an income and expenditure account)	21
Balance Sheet	22
Cash Flow Statement	23
Notes to the Financial Statements	24 - 41

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Welcome

Who we are

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

Our vision and our benefit to the public

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

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

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

Charitable objectives

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

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

Key areas of activity

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

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

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

A huge thank you to all the presenters, and the team behind the scenes, for everything you do to make this possible"

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Strategic report

Review of the year, aims, achievements and performance

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

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

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

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

David L'Herroux, UCB Chief Executive

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

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

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

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

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

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

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

Our strategic focus remains on:

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

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

Broadcasting and podcasting

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

Radio: UCB1 and UCB 2

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

Video

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

What we aimed to do in 2023

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

Achievements and performance in 2023

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

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

What we aim to do in 2024

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

Publications

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

UCB Word For Today

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

OneHope

www.uchb.co.uk/onehope

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

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

What we aimed to do in 2023

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

Achievements and performance in 2023

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

What we aim to do in 2024

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

Other digital delivery (non-broadcasting)

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

What we aimed to do in 2023

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

Achievements and performance in 2023

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

What we aim to do in 2024

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

OneHope

UCB.CO.UK/onehope

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

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

What we aimed to do in 2023

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

Achievements and performance in 2023

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

What we aim to do in 2024

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

Prayerline

UCB.CO.UK/pray, 01782 36 3000

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

What we aimed to do in 2023

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

Achievements and performance in 2023

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

What we aim to do in 2024

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

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

UCB Kingdom Academy

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

What we aimed to do in 2023

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

Achievements and performance in 2023

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

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

What we aim to do in 2024

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

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

Grants paid

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

Global broadcasting & publication support

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

What we aimed to do in 2023

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

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

Achievements and performance in 2023

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

What we aim to do in 2024

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Capital expenditure

Longer term planned capital expenditure includes:

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

Volunteers and gifts-in-kind

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Financial review

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

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

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

Comments

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Reserves policy

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

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

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

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

Summary of reserves

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

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

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

Broadcasting costs (Radio)

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

Charitable donations

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

Prayerline

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Risk management including principal risks and uncertainties

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

<u>Area</u>	<u>Balanced Scorecard equivalent</u>
Charitable	Financial
Stakeholders	Customer
Process	Business
People	Learning and growth

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

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

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

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

Other information

Equal Opportunities and Learning & Development

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

Political and charitable contributions

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

Investments

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

Related parties

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Structure, Governance and Management

Constitution

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

Affiliates

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

Trustee recruitment, appointment, induction and training

Potential Trustees are identified by the following 3 key areas:

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

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

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

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

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

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

Management

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

Remuneration

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

Governance Code

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

Fundraising

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

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

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

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

We commit to the following:

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

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

UCB endorses and subscribes to the Fundraising Regulator and adheres to all standards required. UCB fundraising is carried out in accordance with the Fundraising Regulator and in line with the Codes of Fundraising Practice set by the Chartered Institute of Fundraising. All staff engaged in fundraising are members of the Institute and benefit from 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 9 complaints through the Fundraising Preference Service in 2023, which compares to 15 received in 2022. Whilst every complaint is of great concern to UCB and

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

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

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

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

Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice ("SORP");
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's financial transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to Auditors

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

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Charity information

Registered name

United Christian Broadcasters Limited

Other names used

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

Registered charity number

299128

Registered company number

2182533 (registered in England and Wales)

Registered office

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

Operations centre

Westport Road
Burslem
Stoke-on-Trent ST6 4JF

Trustees

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

A Scotland

D Stacey

E D Edwards

S McCrossan

N Elliott

H Yousaf (appointed 31 January 2024)

Senior staff

D L'Herroux (Chief Executive Officer)

R Willoughby (Company Secretary)

A Macpherson

S Ferguson

I De Soyza

D Taviner

M Oakes (appointed 1 January 2023)

UNITED CHRISTIAN BROADCASTERS LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 DECEMBER 2023

Bankers

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

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

Allied Irish Banks plc
7/12 Dame Street
Dublin 2

Solicitors

Anthony Collins
134 Edmund Street
Birmingham B3 2ES

Bates Wells
10 Queen Street Place
London EC4R 1BE

Auditors

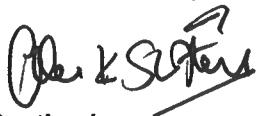
Crowe U.K.LLP
Chartered Accountants and Registered Auditors
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Reappointment of auditors

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

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

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



A Scotland
Chairman

UNITED CHRISTIAN BROADCASTERS LIMITED

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2023

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

UNITED CHRISTIAN BROADCASTERS LIMITED

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2023

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2023

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

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

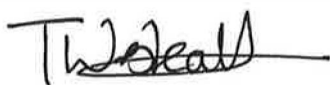
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

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



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

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

Date: 23 July 2024

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

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

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

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

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

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

A Scotland

D Stacey

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

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

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

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

1. BASIS OF ACCOUNTING

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

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

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

2. ACCOUNTING POLICIES

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

(a) Legal Status of the Charity

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

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

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

(b) Registered and principle office

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

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

(c) Going concern

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

(d) Fixed assets and depreciation

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

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

2. ACCOUNTING POLICIES (CONTINUED)

(d) Fixed assets and depreciation (continued)

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

No depreciation is charged on land.

(e) Investments

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

(f) Foreign currencies

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

(g) Income

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

Other income is also accounted for on the accruals basis.

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

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

(h) Expenditure

Expenditure is accounted for on the accruals basis.

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

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

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

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

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

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

(i) Pension costs

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

(j) Debtors

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

2. ACCOUNTING POLICIES (CONTINUED)

(k) Creditors

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

(l) Funds

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

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

(m) Financial instruments

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

(n) Significant estimates and judgements

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

Useful economic lives of intangible and tangible assets

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

Legacies:

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

(o) Software

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

(p) Operating leases

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

(q) Finance leases

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

(r) Grants

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

(s) Taxation

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

2. ACCOUNTING POLICIES (CONTINUED)

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

4. INCOME FROM DONATIONS AND LEGACIES

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

5. INCOME FROM CHARITABLE ACTIVITIES

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS - continued
YEAR ENDED 31 DECEMBER 2023

6a. ANALYSIS OF TOTAL EXPENDITURE

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

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

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

7. GRANT FUNDING ACTIVITIES

The following grants were made during the year:

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

8. NET INCOMING RESOURCES FOR THE FINANCIAL YEAR

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

	2023 No.	2022 No.
Costs of generating funds	10	10
Direct charitable expenditure	<u>87</u>	<u>83</u>
	<u>97</u>	<u>93</u>

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

	2023 No.	2022 No.
Costs of generating funds	11	11
Direct charitable expenditure	<u>101</u>	<u>92</u>
	<u>112</u>	<u>103</u>

The aggregate payroll costs of these persons were as follows:

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

9. STAFF NUMBERS AND COSTS (CONTINUED)

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

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

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

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

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

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

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

10. INTANGIBLE FIXED ASSETS

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

11. TANGIBLE FIXED ASSETS

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

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

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

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

	2023 £	2022 £
Cost	2,486,576	2,486,576
Aggregate depreciation	<u>(1,087,159)</u>	<u>(1,042,138)</u>
Net book value	<u>1,399,417</u>	<u>1,444,438</u>
Assets held under hire purchase agreement are as follows:		
	2023 £	2022 £
Cost	719,650	719,650
Aggregate depreciation	<u>(643,925)</u>	<u>(598,307)</u>
Net book value	<u>75,725</u>	<u>121,343</u>

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

12. INVESTMENTS

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

13. DEBTORS: Amounts falling due within one year

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

14. CREDITORS: Amounts falling due within one year

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

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

	2023	2022
	£	£
Obligations under hire purchase contracts		
Between one and two years	-	60,780
	<u>-</u>	<u>60,780</u>

16. RESERVES

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

16. RESERVES (CONTINUED)

	<i>Restated At 1 January 2022 £</i>	<i>Restated Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>At 31 December 2022 £</i>
Movement in Reserves					
Restricted Reserves	228,051	2,323,729	(2,148,801)	-	402,979
Revaluation Reserve	203,514	-	-	(7,401)	196,113
General Reserve	<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>	<i>Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>At 31 December 2022 £</i>
Restricted Reserves					
Fundraising and Publicity	1,015	-	(1,015)	-	-
UCB Albania	-	400	(400)	-	-
Broadcasting costs (Radio)	-	1,864,535	(1,772,185)	-	92,350
Word for Today	-	16,020	(16,020)	-	-
Charitable donations	5,449	3,404	(5,450)	-	3,403
Prayerline	221,042	439,370	(353,186)	-	307,226
IT Appeal	<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>

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

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

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

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

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

18. PENSION COSTS

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

19. RELATED PARTY TRANSACTIONS

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

UCB International

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

Affiliates

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

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

UCB Ireland also received the following financial support:

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

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

David L'Herroux is on the board of UCB France. Invoices totalling £45,178 (2022: £33,302) were paid to UCB France for the services of consultancy and chaplaincy to UCB Europe. Full disclosure was made to the UCB Board of Trustees prior to commencing this agreement.

A donation of £8,764 (2022: £nil) was made to UCB France to assist with its cash flow. David L'Herroux is on the board of UCB France, although David L'Herroux was not party to the decision to award the donation.

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

20. CAPITAL COMMITMENTS

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

21. OTHER OPERATING COMMITMENTS

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

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

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

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

UNITED CHRISTIAN BROADCASTERS LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2023

23. ANALYSIS OF CHANGES IN NET DEBT

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

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

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