



Let's Talk Well

(Formerly known as Teens in Crisis)

Annual Report and Accounts 2024/25

Charity Number 1045429
Company Number 02954230

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Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

About Let's Talk Well (formerly Teens in Crisis)

Let's Talk Well is a charity registered with the Charity Commission for England and Wales (Charity number: 1045429).

Founded in 1993, it was previously known as Teens In Crisis and then TIC+, until adopting the current name in April 2025.

The trustees have complied with their duty under the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit when making decisions that relate to public benefit or are associated with the purposes or objectives of Let's Talk Well. There have been no decisions taken by the board which have departed from this guidance.

Let's Talk Well has its head office in Mitcheldean, Gloucestershire and additional offices in Gloucester. Counselling spaces are located throughout the county. Staff and volunteers are a mixture of office and home-based, working across the county.

Find out more about Let's Talk Well on our website, letstalkwell.org.uk, or by following us on our social platforms: [LinkedIn](#), [Facebook](#) and [Instagram](#).

Our mission and values

The charity's objects ('objects' is the term in charity law to describe the purpose of a charity) were updated in 2024 to ensure that the charity was operating in line with up-to-date governance and best practice.

The trustees and members made some small changes, in order to be much clearer about what we do. This meant removing our previous object of 'Providing recreational facilities and recreational activities for young people', as we no longer do this.

Our new objects, which have been updated on the Charity Commission's Register of Charities, are:

- 1 To advance the Christian religion by practically demonstrating the Christian faith in particular, but not exclusively, by:*
 - 2.1.1 relieving the need, hardship or distress of children and young people by providing education, advice, support and counselling services;*
 - 2.1.2 providing training in the principles, practices and methods of providing support and counselling services to children and young people and in other allied or ancillary subjects.*

Let's Talk Well's mission is to improve, preserve and promote good mental health and wellbeing among young people and their families.

Our vision is that every young person should have someone to talk to when they need it most.

We have a defined set of values which represent the core beliefs that inspire and guide the choices we make, how we operate and how we interact with people (see graphic). These core values are under review and are due to be updated in 2024/25, alongside a refresh of our mission and vision wording.

Our core values	
We're here We offer non-judgemental support We communicate openly, honestly and respectfully We take time to understand We're accessible and responsive	We care We value everyone as unique individuals We show appreciation We create safe spaces We are kind, supportive, warm and friendly
We help change lives We support everyone to reach their full potential We build relationships that matter We offer hope We are passionate about getting the best outcomes	We keep moving forward We listen, learn and grow to make things better We seek new ways of working We embrace collaboration We use our funding wisely

The Christian faith

Let's Talk Well is a Christian-led charity that is not affiliated to any particular denomination, church or group. We provide services to anyone of any faith (or none), and we employ staff from any faith (or none). As an organisation, we believe that the Christian faith provides the foundation and motivation for the work of the charity and is the reason why we do what we do. Our mission to improve, preserve and promote good mental health and well-being amongst children, young people and families is borne from Jesus' words: "I have come that they may have life, and have it to the full."

The Christian faith is never made explicit in any of the services we provide. An outworking of our Christian ethos means that we expect all representatives of the charity to treat everyone equally, with care and respect regardless of their race, gender, religion, sexual orientation, ethnic background, beliefs, status, ability or class. The ethos is given life through our relationships; the way we work together and behave with one another and those we serve, are a demonstration and authentication of our ethos.

Chair's Letter

I joined Let's Talk Well as Chair of the Board of Trustees at the start of 2024/25 and have relished the opportunity to play my part in ensuring it goes from strength to strength.

There is no doubt that we are living in an era of uncertainty and turbulence, and that that turmoil is keenly felt by children and young people, especially those living in less privileged households and communities. Nonetheless, looking at all that has been achieved during the past year by the staff of Let's Talk Well - and indeed by our colleagues in the NHS and other local services - I am filled with a sense of optimism, despite the difficult operating environment. Let's Talk Well has been doing amazing things for communities in Gloucestershire for 30 years, has continued to do so this year, and has plenty more to offer in its home county and beyond in the years to come.

By necessity, this annual report is just a snapshot of the year. The team has delivered 21,500 sessions across its various services to more than 4,300 individuals. We have received extensive and overwhelmingly positive feedback about our counselling services, and we include some examples of that in this report. This organisation can be very proud of its significant positive impact and so can the funders, commissioners and supporters who enabled it all.

In 2025/26 we will continue to support many clients, as well as developing the counselling workforce through our training courses; contributing to the counselling evidence base and professional standards; and further considering the opportunities that may exist to sustainably grow our organisation and move into new geographies.

Thank you for your interest in Let's Talk Well, and in what we have done in 2024/25 and are looking forward to achieving in the years to come.

Charlotte Hitchings

Chair, Let's Talk Well

Foreword from the CEO

There can be no sugarcoating the fact that times are tough for many charities. While Let's Talk Well is not immune to those wider trends, I am pleased to say that in 2024/25, my first year in the newly-created role of CEO, we maintained and in some cases expanded our services.

Our financial position remains strong, with income rising by 26% to £3.45m, driven by growth in public sector contracts and training.

We have invested strategically in staff wellbeing, leadership, and digital infrastructure while managing increased costs, including a £90k rise in employer contributions.

Looking ahead, we remain committed to diversifying income and stewarding resources responsibly to ensure long-term sustainability.

I am grateful for the strategic thinking and hard work of our board, and other colleagues and volunteers across the organisation, which give Let's Talk Well a resilience and sustainability that puts us in a very good position for 2025/26 and beyond.

Additionally, I am grateful to all those who have supported our work in various ways - from parents and carers helping their young people to explore our services for the first time, to GPs and other healthcare practitioners referring clients to us. A special word must also go to our longstanding colleagues at NHS Gloucestershire - in 2024/25 we were delighted to receive a three-year contract, with the option of an additional two years, to deliver our services. This show of confidence in what we do means a lot to the Let's Talk Well team. But it means even more to the children and young people we will be able to support as a result.

Whether you are a client or their carer or relative; a potential or existing fundraiser or potential fundraiser; a partner organisation or a potential future partner - or more than one (or indeed none) of the above, I hope this report communicates the strengths and ambitions of this charity. My team and I would be delighted to discuss any aspect of it, or how we might work together to further our mission. Please do not hesitate to get in touch - as you'd expect, we think it's always good to talk.

Claire Power-Browne
CEO, Let's Talk Well

2024/25 in brief

In the year to 31 March 2025:

- More than 4,000 young people and an additional 300 parents, carers or relatives were seen across our services
- We delivered a total of 21,536 sessions
- We secured a three-year NHS contract in Gloucestershire, with the option to extend for two more years
- 68 students on our training courses gained a counselling-related professional qualification

Of the 3,500 clients seen in our main counselling service

- 99% said that the service had helped them (with 96% saying it had helped 'totally', 'a lot' or 'a medium amount')
- 96% said they would recommend the service to a friend
- The five most common issues for clients (as recorded by counsellors) were anxiety, worry or stress (82%); family relationship problems (32%); anger (25%); friendship problems (23%); and low mood (20%)
- Around 15% were referred from Gloucestershire Health and Care NHS Trust's Young Minds Matter team

We received strong feedback across our range of services

- 98% of those accessing our TalkWellChat service said it was useful, and 99% said they would recommend it
- Those attending Parent & Carer Support Group workshops called them "informative and supportive" and said that sessions were "well presented by people that really understood the subject".
- 76% of those using our single session, solution-focused 'One at a Time' counselling service had a lower YP CORE score after being seen, indicating reduced psychological distress

We changed our name

We are now known as Let's Talk Well, after 30 years as Teens in Crisis and latterly TIC+. This new name and brand identity has been well received internally and externally, and better reflects the reality of who we are and what we do.

We've rolled out digital transformation

A new cloud-based client record management (CRM) system called Tacklit has been rolled out, ensuring we have more accurate and secure records. With less staff time needed for maintaining those records, our counsellors can spend more time focusing on their clients' challenges and how to support them.

We've received Bluestar Accreditation

In line with our mission to ensure every young person has someone to talk to when they need it most, during 2024/25 we prepared an application for accreditation with the Home Office-commissioned Bluestar Project. This was granted shortly after the year end (June 2025), making us

an accredited pre-trial therapy provider, enabling us to provide the highest standards of care to young victims in the criminal justice system.

Why it matters

More and more young people are experiencing mental health issues...

According to [The Big Mental Health Report 2024](#), published by Mind:

- 1 in 5 children and young people in England have a mental health problem
- ...and that figure has increased from 1 in 9 in 2017
- 27% of 8-16 year olds in England whose parents couldn't afford activities for them outside school had a mental health difficulty, nearly three times the rate of those with parents who could

...and the NHS is struggling to keep up with demand

Statistics [reported by the Guardian](#) in August 2024 show that more than 500 children a day - or one every three minutes - were referred to mental health services in England in 2023/24. This is more than double the pre-pandemic level.

Analysis of NHS data [by the Nuffield Trust](#) shows that between April and June 2024, only 67% of urgent referrals of children to NHS eating disorder services resulted in an appointment within seven days, and only 70% of 'routine' cases were seen within four weeks - versus a target of 95%.

Case study

Islay, 17, was referred to Let's Talk Well by her school when she was 15 years old. She remembers: "I was in the run up to my GCSEs and trying to navigate society, school, friends, family. I was finding it really difficult and didn't realise how much it was getting to me. One day at school I felt it was getting too much, I'd started to have panic attacks, and I didn't know where to turn. ***Luckily, I was able to see a counsellor from Let's Talk Well.***

"The sessions started straight away, and it was such a relief to have somebody to talk to. I really enjoyed speaking with the counsellor, it was such an open, judgement-free space and easy to talk. I had never struggled before so didn't know how to get myself through it. ***The counsellor taught me coping skills, like breathing exercises, to help with panic.*** Learning that the feelings and reactions aren't anything to be scared of, along with simple ways of feeling calmer, has been such a huge help.

"I'm doing my A Levels now, which is a stressful time too, and I still sometimes get panicky feelings. ***But now I know how to calm myself down and manage them.*** I do the special breathing techniques I was taught and it really helps. It's made such a difference with doing my A levels. I know the signs of stress to look out for and when to take a break from studies. I didn't realise how much counselling would benefit me. I didn't realise I was someone who needed that extra help. But it's made such a big difference for me. ***If anybody else is struggling I hope they find something like Let's Talk Well too.***"

Our services

Counselling

Counselling is the single largest service provided by Let's Talk Well.

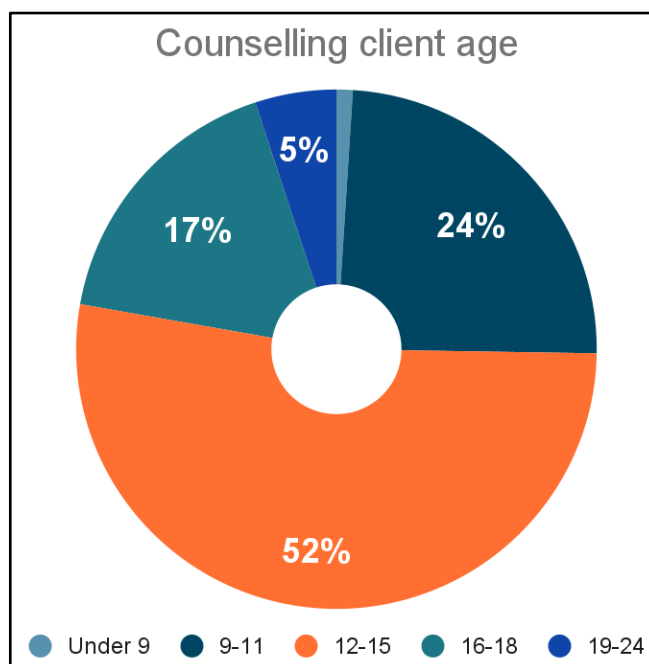
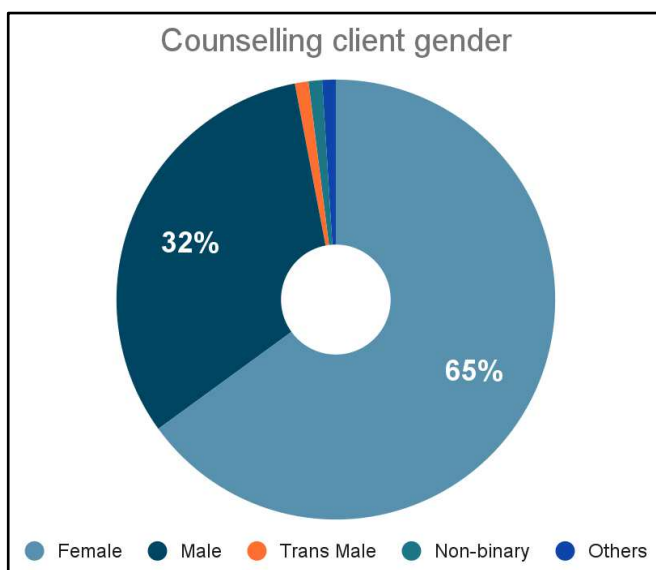
In 2024/25, we provided nearly 20,500 counselling sessions to more than 3,700 children and young people - an average of five or six sessions per client.

While 88% of our counselling sessions were delivered face to face, we also offer sessions via video or voice chat, or online instant messaging, to remain accessible to as wide a range of clients as possible.

More than half of those receiving counselling (52%) were 12-15, with the rest spread across other age groups.

A third are male, which is a positive figure given the difficulties often faced in encouraging boys and young men to access mental health services. It also represents a small but significant improvement on the 70:30 gender split we had often experienced in previous years.

Across our counselling services, the most common issues for clients (as recorded by counsellors) were anxiety, worry or stress (82%); family relationship problems (32%); anger (25%); friendship problems (23%); and low mood (20%).



"Over the past year, we've seen young people seek counselling for a wide range of challenges from anxiety, low mood, and exam stress to friendship breakdowns, family conflict, grief, identity questions, and the impact of social media. Many are also coping with the after-effects of the pandemic and the pressures of an uncertain world. Counselling offers a safe, confidential space to talk, be heard, and develop coping strategies."

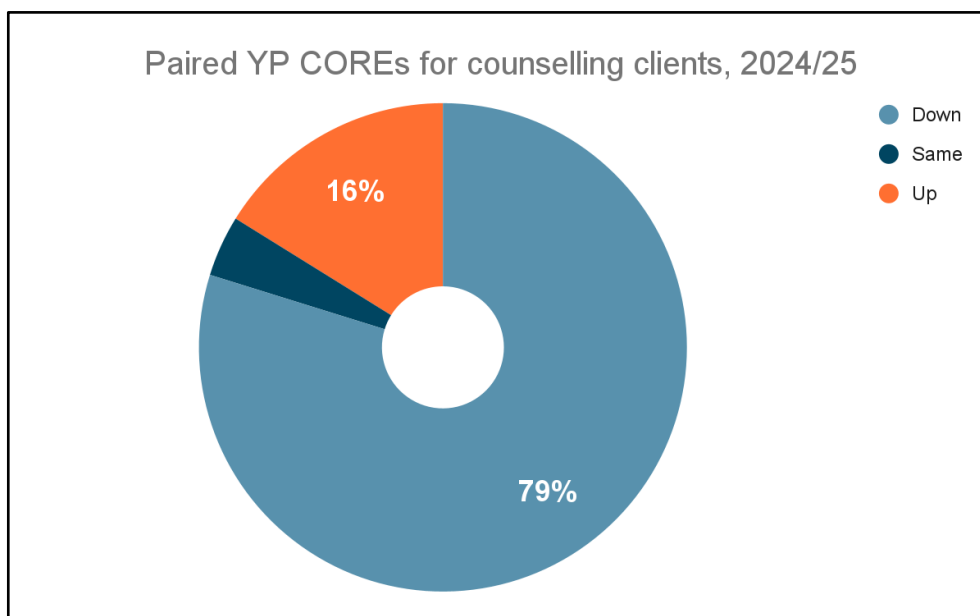
"It is a privilege to be able to support young people to build resilience, understand themselves better, and find hope and direction for the future."

Judith Bell, chief clinical officer

Positive impact

Our counselling is evaluated using paired Young Person Clinical Outcomes in Routine Evaluation scores (YP COREs). A higher score indicates a higher level of distress.

As in previous years, these scores reduced or remained the same for the vast majority of clients (83% in 2024/25). While this leaves a small proportion for whom the YP COREs rose, it is likely that in many of those cases, their wellbeing would have deteriorated even more significantly without the support of counselling.



On top of this, 100% of clients agreed that they had been 'treated well', 98% said that their counsellor knew how to help, and 96% said that they would recommend the service to a friend.

Gold star from Bluestar

"If my child ever needed such a service, this is the one I'd want them to come to."

This was what we were told by an assessor looking at our application for the Home Office-commissioned Bluestar Project. Thanks to this and other high quality feedback, we achieved accreditation which demonstrates that we can deliver the highest standards of care to children and young people going through the criminal justice system as victims. Having worked on the submission during 2024/25, the accreditation was confirmed in June 2025. We are now working to ensure that all of our counsellors are trained in the latest pre-trial best practice, and will strengthen our partnerships with the police, social care and legal services to ensure young people receive consistent, trauma-informed support before court proceedings, while protecting the integrity of the legal process.

Counselling in schools

During the 2024/25 academic year, we had service level agreements to provide a bespoke service to 13 local schools (2023/24: 13).

At the time of writing, 12 of those 13 schools had signed up to continue receiving the service in the 2025/26 academic year. Given the significant financial pressures faced, we see this as a vote of confidence in our service, and shows schools' laudable commitment to their pupils' wellbeing. We continue to speak to more schools about offering this service.

As in previous years, 2024/25 evaluation scores for this service were in line with the core counselling service, with YP COREs reducing (79%) or remaining the same (3%) for the majority of young people. All (100%) agreed they were treated well, and 96% would recommend the service to a peer.

We launched our new 'More About Suicidal Thoughts' questionnaire in spring 2024, which is given to counselling clients with frequent suicidal thoughts. It has been well received by our counselling team, giving them a framework to talk and collaborate with that young person, and to co-create a safety plan. This anticipated the best practice guidance published by the NHS in April 2025 in [Staying Safe from Suicide](#).

TEDS

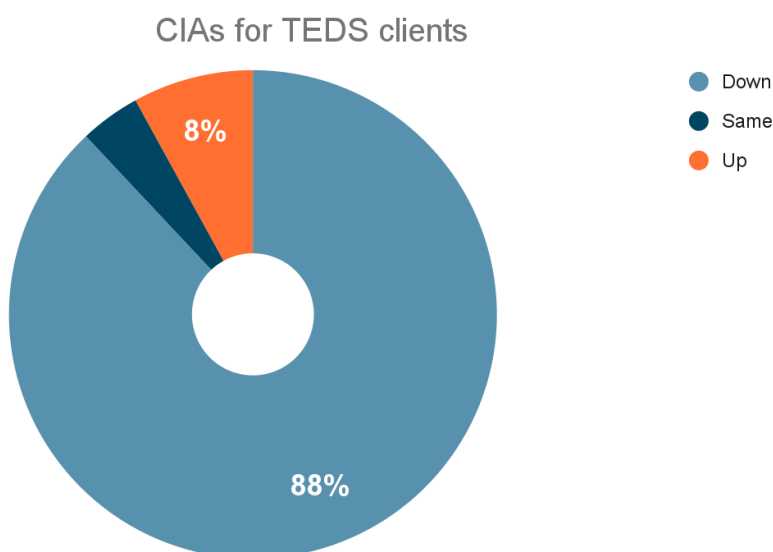
TEDS, our eating difficulties counselling service, was launched in 2022/23 and has quickly established itself as a highly-valued service locally.

With 315 individuals seen during 2024/25, it represents nearly 10% of our counselling clientele. Young people in this service generally attend more sessions than in our 'core' counselling - an average of 15. TEDS sessions are also more likely to be held on video or voice calls versus other counselling provision - 80% of sessions were done face-to-face, against 88% elsewhere.

TEDS clients can be seen for up to six months if needed, with the service delivered by senior counsellors who have undergone specialist training in eating disorders. Young people are referred through a variety of NHS pathways.

The team delivering TEDS is currently working to develop a service for parents and carers of children and young people with eating difficulties, drawing on lessons from our existing Parent & Carer Support Groups.

YP COREs for TEDS are very similar to the core counselling service. Additionally, we record Paired Clinical Impacts Assessments (CIA) for this service. As in previous years, these show reducing scores for a large majority of clients, indicating improvements (see chart). Alongside that, 100% of clients agreed that the help they received was good, and 97% agreed that they would recommend TEDS to a friend.



"Something unique about TEDS is how closely we work with NHS services - that's not at all common in this field. That collaborative relationship is hugely valuable for clients themselves, it enables a really robust approach to safeguarding, and means we have more certainty around commissioning and the sustainability of the service."

Amy Murray, service lead for TEDS

One at a Time

Now five years old, the One at a Time counselling service was created in response to the long waiting lists for counselling services both in Let's Talk Well and elsewhere. This single-session service means that children and young people can be seen quickly, usually within two weeks of making a referral. After the session, they are then given four weeks to try out some of the strategies and ideas discussed. They can then consider whether to seek support from the core counselling

service, or they may also request another One at a Time session. Approximately 52% of clients do not return for further counselling.

A total of 156 young people attended sessions during the year, with the majority of referrals (56%) coming from parents or carers, and most of the remainder (37%) being self-referrals.

Anxiety, worry and stress is the most common issue for clients, experienced by 63% of those referring (as recorded by counsellors), in common with our counselling service. This is followed by intrusive disturbing thoughts, low mood (both 15%), and school work (13%).

Three in four (76%) of those attending One at a Time counselling had a lower YP CORE score following that session, indicating reduced psychological distress.

Nurturing our counselling team

Historically, Let's Talk Well counsellors have worked peripatetically, delivering their services in schools and other community venues, spending little if any regular time with colleagues. We know that this could be an isolating experience, with counsellors bearing clients' emotional burdens on their own, and was cited as a reason for people leaving.

To combat this, in September 2024 we introduced regular counselling team meetings held in-person, although virtual attendance is possible, at least three times a month. These meetings provide an antidote to that isolation and enable counsellors to support each other, answer each other's questions, talk to their managers, and receive organisational and policy updates, nurture a sense of belonging and community, providing. All this contributes to improving the service they can provide to children and young people who need their support.

This approach built on the roll-out of new contracts to our counselling team in September 2023, which made a greater provision for the time counsellors needed to complete important administrative and safeguarding tasks.

While this initiative launched recently, we already sense that it is reducing burnout and improving staff wellbeing. In 2024, counselling staff retention was 83%, versus 89% for the organisation as a whole. We hope and believe that retention will improve further as we continue to evolve this new approach.

Internal clinical supervision

For many years, in line with best practice, our counsellors have had monthly clinical supervision. Historically this has been provided by external, independent counsellors, but in 2023/24 we began a trial of internal supervision, with our own staff acting as supervisors. This was a success, including because it created development opportunities for the team. It has been rolled out further in 2024/25, with approximately half of counsellors receiving internal supervision by the year end.

"We've had very good feedback on both our internal and external supervision models, but what has been particularly pleasing is that it shows that internal supervision has helped strengthen culture, organisational alignment, quality control and consistency. We will continue to build on these successes in 2025/26."

Judith Bell, chief clinical officer

Accreditation support

In 2024/25, we launched our professional body accreditation support group. The group gives an opportunity for counselling team members to meet colleagues who are accredited (which is a step above being registered) with a relevant organisation. This has already supported several members of staff to apply for accreditation, helped by the learnings and encouragement of their colleagues.

Specialist services (including support for parents)

Our specialist services sit alongside our counselling services, ensuring that there are various ways in which clients can engage with us. These specialist services may provide interim support for those waiting for counselling, can identify those for whom a referral to counselling is appropriate, or may be a light-touch service for those who find they never need such support in future.

"The range of services we provide means we can provide joined-up support - for example, a parent was talking to us on PSAL about the response of her son's school to bullying. We suggested that her son might want to use TalkWellChat. While this service is anonymous, it was very clear that a person who came online later was her son. Alongside that, it's so important that we remain well connected with other local services, and have clear protocols for escalating cases where appropriate, including where there are safeguarding concerns."

Janet Gray, clinical manager for specialist services

InTER-ACT

InTER-ACT began as a pilot in November 2022. It offers online workshops helping young people to manage difficult thoughts and feelings, with three different sessions entitled: 'Thoughts are just thoughts'; 'Connecting to the moment'; and 'Taking steps towards what matters'. Like One at a Time, we are pleased to see this service reaching a significant male clientele - 31% logging on last year were young men and boys.

More than 250 people joined the sessions during 2024/25, with 42% of children registered being aged 9-11, 45% being 12-15 and the rest between 16 and 24. We know that many clients join the sessions alongside a parent or carer, and we regularly receive positive feedback from attendees of all ages.

TalkWellChat

This service launched in 2020 as a rapid response to the Covid-19 pandemic. It proved popular, and has been developed further since then. An anonymous service operating on Sunday to Thursday from 5pm to 9pm, TalkWellChat gives an immediate opportunity to access trained professional support without an appointment. A fifth of users (22%) turn to the service while waiting for an appointment through another service at Let's Talk Well or elsewhere.

The vast majority (97%, up from 95% in 2023/24) access the service as an online chat, with a few remaining clients speaking to one of our team over the phone. Many users (70%) use the service on multiple occasions, while 30% are one-time users. The most common age group of users is 12-15 (40%), followed by 16-18 (30%), with the remaining users split almost equally between the 9-11 and 19-24 brackets.

Users gave the service an average rating out of 9.1 out of 10 for those joining by online instant messenger, and 9.5 for those speaking to us on the phone, with 98% agreeing that the help provided was useful, and 99% saying that they would recommend it to others.

By far the most common form of support provided is listening support (94%), followed by normalising (32%), signposting (23%) and strategies (20%).

Some feedback from TalkWellChat users:

- "The person I spoke to offered a solution I had thought about myself, but it was nice to hear someone else say it too. I was worried it might be a little weird."
- "I did not feel judged, I had quite a lot to say and the counsellor was very patient and waited for me to type it all out."
- "Ivy is so supportive and understanding, when I speak to her I feel like I am not alone and that I am worthy of support."
- "Violet really paid attention to what I was saying and not only validated my feelings but suggested ways to help me to feel better."
- "The person was very nice and understanding and helped me think that our minds can be very bad but it's who we are and we can control it over time with mindfulness."

Teambuilding

Many of the team delivering the InTER-ACT and TalkWellChat have other jobs outside of Let's Talk Well, and work for us during the evening when these services are delivered.

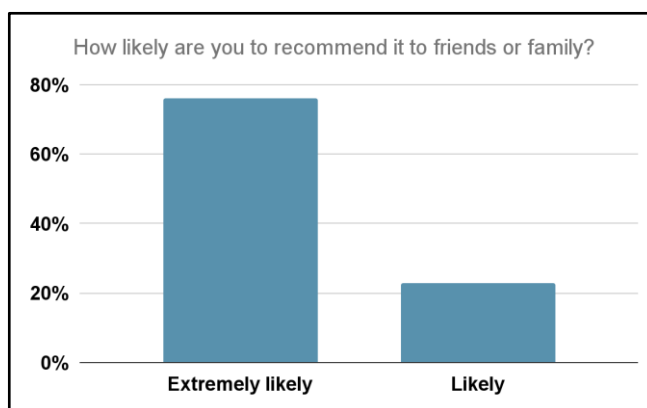
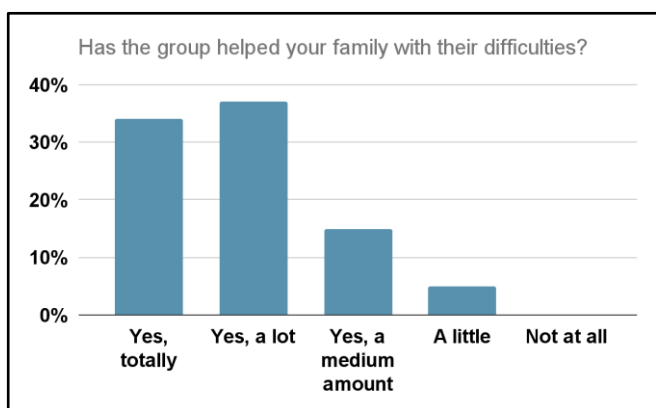
As such, we have worked to improve peer support and a feeling of belonging among this team, by running a monthly Peer Group session. This mirrors work done in the counselling team to improve the support for our hardworking staff, to the benefit of the young people that they support.

Parent & Carer Support Groups

In 2024/25, 172 parents or carers attended at least one of our Parent & Carer Support Group (PSG) sessions. This year, they have been delivered in a five-session series (versus six in previous years), with the sessions having been reviewed and updated to ensure they are engaging and provide the latest evidence-based support that responds to our community's needs.

Just over a third (37%) of parents came to the PSG service following a recommendation from their child's school. Another 9% heard about it via Let's Talk Well's website, 9% were told about it by a GP, 7% came across it due to their child using another of our services, on top of a range of other referral sources.

Feedback from group attendees has been very strong, including all (100%) of attendees agreeing that they felt listened to, and agreeing that the group gave them ideas.



A grandparent reflects on PSG...

At Let's Talk Well's Summer Celebration in June 2025, PSG Service Lead Tracy Bartram interviewed a grandparent who had used the service in 2024/25 having recently become their grandchild's primary carer. Here are some highlights from their chat.

What were your initial thoughts and feelings about attending the workshops?

I was nervous—worried my shortcomings would be exposed. But things at home were tough, and I knew I needed help. Attending the workshop was a leap, but one I was ready to take.

How have you applied the strategies and knowledge gained from the workshops in your daily life?

The workshops helped me break old patterns—recognising when my reactions were leading us down the wrong path. I've learned to pause, listen, and not get drawn into arguments disguised as conversations.

It's changed how I respond, and how we connect.

How have the workshops influenced your relationship with your young person?

When my grandchild came to live with me, I struggled to balance being the fun grandad with the responsibility of caregiving. The workshops helped me listen more deeply, let go of my version of events and truly understand how they feel. It's changed our relationship for the better!

Parent & Carer Support and Advice Line (PSAL)

Our dedicated advice line for parents and carers is open three evenings and one morning per week, and was accessed 151 times during 2024/25. More than half (57%) used the telephone, with the remainder speaking to our team through online instant messaging.

Half of users heard about PSAL from their child's school (29%) or through their GP (21%), with the others coming through a range of different sources.

Staff record the issues which users report that their young people face - anxiety, worry and stress (40%) is the most common, ahead of anger (19%) and challenging behaviour (14%). By far the most common form of support provided is listening support (97%), followed by advice (36%), signposting (35%) and normalising (23%).

**PSAL average user ratings
(out of 10) in 2024/25**

Instant messaging: 9.5

Telephone: 9.7

Asked whether the service had helped, 41% of users responded 'yes totally' and the same number again said 'yes a lot'. The remaining 18% replied 'yes a medium amount', with none saying 'not very much' or 'not at all'.

Some feedback from PSAL users:

- "This is such a wonderful service, I'm glad I have these contact details now."
- "I really appreciate your time and input, Let's Talk Well is an amazing resource, we're really lucky to have it."
- "Rosa was so kind. She listened carefully to my concerns and asked the right questions to help express myself and get out what I wanted to say."
- "My husband and I have held our concern about our son for so long, not knowing how best to support him, or even if he needs support. Talking to the parent support advisor has taken a weight from my shoulders."

Our organisation

Expansion and development

In Let's Talk Well's annual report for 2023/24, we described our aspiration to expand into new geographies to ensure that more children and young people could access the services they need. It remains the charity's ambition to do so, in a careful, sustainable manner and at the right time for the organisation and those we support. Planning towards this has required streamlining of Let's Talk Well, to ensure we are operating smoothly, effectively and safely.

As such, we have strengthened our senior leadership. In August 2024, Claire Power-Browne was promoted from Director of Operations to the new post of CEO. In November 2024, Simon Welch took up the newly-created post of Chief Operations Officer, meaning the organisation is now led by a four-person senior leadership team, completed by our Chief Financial Officer and Chief Clinical Officer.

During the year, Let's Talk Well took a loan of £75,000 from the Social Investment Business, which was accompanied by a £25,000 grant, with both earmarked for strengthening the charity's core operations with an eye on sustainable growth.

Our new name and brand

For three decades, we proudly served young people under the name Teens in Crisis, and then TIC+. However, we had more recently realised that our name had, in some cases, become a barrier to young people accessing our services. As we've grown and evolved, and as we look towards expanding into new regions, we decided it was time for a change.

Beginning in late 2023 we worked closely with young people, parents, staff, commissioners, and a design agency to ensure our new name truly reflected our mission. On 14 April 2025, we became Let's Talk Well, and unveiled a new visual identity.

Our new name encapsulates what we do: providing a safe space for children, young people, parents and carers to talk and be heard. This change allows us to better communicate our purpose and connect with those who need us most. Early feedback shows it has been well received, with colleagues and clients alike quickly feeling at home with the new name and visual identity.

Our home

During 2024/25, Let's Talk Well began to explore options for a new head office. This would offer the organisation more certainty and the opportunity to open our space up to our community, hold events and potentially generate new income. At a time when rural and deprived areas are increasingly losing amenities and services, we remain committed to the Forest of Dean, our longstanding home, and to being an important institution in this community.

Significant work is being done to assess the viability of potential new premises and the implications for the organisation and our finances, and we have been speaking to various funders whose support would be needed. We look forward to updating stakeholders during 2025/26 itself, and in next year's annual report, on progress.

One relatively small but nonetheless important upshot of getting our own premises is that it will allow us to be formally accredited by the National Living Wage Foundation. While our lowest pay grade is in excess of the real UK Living Wage, we are currently unable to be accredited due to being in serviced offices.

HR and culture

As described in the 'Our Services' section, Let's Talk Well has taken steps to ensure that our counselling and service delivery teams, many of whom work remotely or have unsociable hours, feel more connected and supported.

Alongside this, work was begun during 2024/25 to review our organisation's core values framework, and to ensure that that fits into our appraisals and competency framework, and the new grades and pay scales which were reviewed during 2023/24, and came into force on 1 April 2024. Reviewing our core values has included a workshop at our AGM, with several other opportunities for all staff to contribute. This work is due to conclude in 2025/26.

Already, we know that employees feel a high level of alignment with Let's Talk Well's mission and values - and that 100% believe that their work has a positive impact, with 94% agreeing that relationships with co-workers are positive and supportive. "My manager and I have a good working relationship", saw a slight decrease from 97% last year to 93% this year but remains a very positive metric to celebrate.

This survey also highlighted potential to improve our practices around diversity and inclusion, perceptions of development opportunities, and open communication and charity-wide connection, albeit from strong starting points in all cases.

SenseHR rollout

During 2024/25, Let's Talk Well deployed a new HR system called SenseHR, following a review by an external HR consultant of several potential solutions. SenseHR replaces previous legacy HR processes, many of which involved a high level of manual input. It gives easier access to information for employees and their line managers, and easier access to data and insights to improve leadership understanding of HR and people trends and issues.

Safer Recruitment

We began to roll out Safer Recruitment training during 2024/25. This further strengthens safeguarding of the young people we support, by ensuring our recruitment standards are at the

same level of those used by schools. In early 2025/26, we began reviewing our recruitment policies and practices more broadly.

Finance

In September 2024, NHS Gloucestershire awarded Let's Talk Well a three-plus-two-year contract. A decision will be taken in September 2026 whether to extend it for the further two years. Having previously held 12-month contracts, this is a gratifying display of how respected and valued our service is, and also gives us greater financial security.

During 2025/26, we plan to restructure the way that we record our financials and to restructure our budgeting so that each department has its own budgets. Together, these projects will ensure that we have a better picture of our finances, meaning that we have the right information to make decisions about our ongoing and future services.

On 31 March 2025, as we ended our financial year, we said a fond farewell to payroll officer Viv Greenow, our longest-serving staff member, who had worked for the organisation for 17 years in various roles. We thank her for her commitment and hard work over those years, including smoothly handing over the payroll system to colleagues, ensuring a seamless transition. Thank you Viv, and enjoy retirement!

Digital

In August 2024, Let's Talk Well deployed a new cloud-based client record management (CRM) system, Tacklit, and has supported clinical colleagues following its adoption. This significantly improves the ease with which staff can create the 1,200 client data entries required each month, versus the previous legacy system which included a mix of digital and paper records, as well as improving data security. Tacklit frees up staff to spend more time thinking about their clients, and less time doing their paperwork. As part of this rollout and our wider digital transformation, all counsellors have been provided a work laptop and mobile phone, which also supports them to maintain a healthy boundary between professional and personal lives.

We have also improved our use of analytics through Microsoft Power BI. We have built a platform which gives all staff quick access to a range of different data and information about the organisation and our services. Again, this offers a significant time saving versus our previous systems, ensuring we can provide accurate, timely information to external stakeholders such as commissioners, funders and others - and will be complemented by the planned improvements to our finance systems, as mentioned above.

Key metrics are also shared publicly via an [Impact Dashboard](#), which we improved during 2024/25 and continue to optimise, and which is available to anyone visiting our website. As part of our digital transformation, we have moved our website from Wordpress to the more secure Webflow system.

Training

Let's Talk Well runs a number of training courses for new and potential counsellors, all of which are accredited by the Counselling and Psychotherapy Central Awarding Body (CPCAB) - plus the National Counselling and Psychotherapy Society (NCPs) in the case of our Level 4 and 5 courses. This both provides our own organisation with a strong pipeline of potential new recruits who are familiar with our standards and core values, as well as contributing to the wider counselling talent pool.

Our courses continued to operate very near to full capacity during 2024/25, welcoming a total of 88 students (2023/24: 89) on our courses ranging from a Level 2 Counselling Skills Certificate to our new Level 5 Certificate in Relational Supervision. This included at least one male learner on every course we offer - a notable achievement given the ongoing gender imbalance in the profession - and are working to ensure more ethnic and socioeconomic diversity. Feedback from our learners and external verifiers (who both visit our classrooms and take student feedback directly) continues to be very high.

During summer 2024, we celebrated the graduation of our first Level 4 Diploma cohort. Of 18 graduates, 10 then joined the staff team at Let's Talk Well (see boxout for quotes from two of them). During 2024/25, we took our Level 4 students on a highly-valuable and much-enjoyed residential at the Mulberry Bush Third Space in Bedfordshire, something that will now be a fixture of this course. In summer 2025, we look forward to welcoming more graduates from this cohort into staff roles.

"Training was the hardest and best thing I have ever done in my life, always feeling supported by the Let's Talk Well Family, and I learnt so much about myself," says Tina Powles, who graduated from our Level 4 Diploma in summer 2024, and is now a counsellor in our team.

She continues: "Knowing policy and procedures from training made the transition so much easier, and there are plenty more training opportunities so I'm always updating my knowledge base. I love my job and feel the most contented I have in a very long time."

"After graduating with a degree in history, I worked in marketing communications then took a career break after I had my two children and realised I did not want to return to corporate life," remembers Deb Langham, another 2024 Level 4 graduate, of her decision to train with us.

She continues: "The training course exceeded my expectations - the teaching was of the high standard I expected, but the attention to detail that had obviously gone into the planning, and the care that was extended to us as students, not to mention the close relationships built with tutors and fellow students, changed my life. Being on the front line can be tough but I have always felt that working for Let's Talk Well makes me brave enough to do the best work I can possibly do."

Our 2025/26 courses are quickly filling up and we anticipate another busy year for our training team. We continue to review our courses to ensure they include the most relevant and up-to-date methods, evidence and information.

Another aspiration for Let's Talk Well and peer organisations has been to offer apprenticeships in counselling, supported by tuition fee loans through the Lifelong Learning Entitlement. One of the many benefits of this would be diversifying the counselling workforce, given that training is otherwise costly (although we keep our fees as low as feasible) and therefore inaccessible to many. Towards the end of the year, we have heard that this development may be a step closer to reality. We will continue to work hard to investigate this and other ways to expand and diversify the counselling talent pool.

Equity, diversity and inclusion (EDI)

At Let's Talk Well, we believe that everyone has the right to live without prejudice regardless of race, age, gender, disability, sexual orientation, social class, religion and belief - and that everyone should be able to make a full contribution to society in their own unique way and live in a world which demonstrates respect and values diversity.

Our EDI strategy is [available on our website](#). It sets out how, led by our EDI working group, we work to achieve a more equitable, diverse and inclusive workforce, and drive change beyond our organisation and our practice, while always ensuring that the children, young people and parents who use our services remain at the heart of our thinking and decision making.

In August 2024, we appointed consultancy The Better Org to look at our existing EDI practices, and how we could further improve in this area. Everyone at Let's Talk Well was given an opportunity to provide feedback through meetings and a survey. The Better Org also reviewed a number of our documents, and spoke to our Young People's Voices Group.

Four key areas emerged from this work: a need to further embed EDI into the organisation's culture; the importance of nurturing a culture of belonging and collaboration; the importance of deepening our youth and family engagement; and an opportunity to strengthen the mandate of our EDI working group. There are measurable metrics and goals attached to all of these. We had a wrap-up meeting with The Better Org in July 2025, and have begun putting its recommendations into practice.

In addition to our new chair Charlotte Hitchings, who began in post on 23 April 2024, we welcomed five new trustees to our board during 2024/25. The board now has 10 members and is more diverse than ever before in terms not just of skillsets but of age, gender and ethnicity, setting the tone for an organisation which is accessible and welcoming to all in our communities, whether as colleagues or clients.

Gender gap

Mental health providers regularly find that they are reaching more female than male clients. Let's Talk Well is committed to understanding and removing the barriers experienced by boys and young men in accessing such services.

During 2024/25, we successfully applied for three years of funding from Barnwood Trust for a Youth Outreach Engagement Officer to work specifically towards this goal. This role, which is due to be

filled in September 2025, replicates the 12-month 'Boys in Mind' pilot run during 2023/24. While that pilot included community outreach in seven wards in Gloucester and one in the Forest of Dean, the new three-year role will have a remit to work across all of Gloucestershire. Our work towards this goal will be supported by insights from our Young People's Voices Group.

Young People's Voices Group (now Let's Talk Well Collective)

At the start of 2024, Let's Talk Well's long-running Young People's Voices Group (YPVG) was made part of the remit of service development and improvement manager Cheryl King. We have been working hard to ensure the group has clear objectives and greater prominence within the organisation, allowing it to contribute key insights which improve the quality of our services.

During the year, YPVG members played an important role in discussions around our rebrand. They also volunteered at our fundraising Christmas carol concert, and [spoke to BBC reporters](#) to bring to life our work, as we announced our rebrand.

In 2025/26, we will open a new recruitment process for the group, including an online application form. We will also ensure members have a clearer sense of the value of their input. Following the charity's rebrand in April 2025, the decision was taken to rename YPVG as 'Let's Talk Well Collective'. We now look forward to co-designing a logo with its members, and producing merchandise as we launch this change.

From a YPVG member

Theia is a member of our Young People's Voices Group (YPVG), and spoke about her involvement to staff at our most recent Summer Celebration. She said: "I feel I have developed so much from when I first started back when my mum suggested I might be interested in joining YPVG to help build my confidence. It was nice meeting people with similar goals and targets as me and everyone in the group is so lovely.

"Going to my first meeting at Eastgate House was very exciting. I felt so grown up and Lauren and Holly made me feel so welcomed. I've always felt cared for and that my views are important. It's been lovely to see some of the designs incorporated into the website. During my time I have looked at countless forms and letters and reworded them as a group to put suggestions forward."

"I feel that this group has helped me develop my communication skills such as active listening, presentation skills and confidence. I hope to one day apply these skills to a career in mental health."

Fundraising, events and marketing

The fundraising, events and marketing function has undergone some change during 2024/25, including the creation of a head of income generation and engagement, to lead this team. This role is due to be filled in Autumn 2025, managing an events manager, fundraising manager and marketing manager.

A major focus in 2024/25 for this function, and indeed the organisation as a whole, was our rebrand. This was soft launched at our AGM in January 2025, which is one of our two annual all-staff gatherings (the other being the Summer Celebration), before fully rolling out in April.

The other occasion on which all staff come together is the annual Summer Celebration. July 2025's Summer Celebration, in which we looked back on the successes and achievements of 2024/25, saw the launch of the John Hubbard Leadership Award, named in honour of our previous chair, with candidates nominated by colleagues. The inaugural prize was won by Joy Lavender, our events manager who only joined in September 2024, but has already made a huge contribution to the organisation.

In addition, the longstanding Values Award was given out at the Summer Celebration to a colleague embodying the organisation's values. This went to Shona Cadogan, a member of our safeguarding and PSG team. The colleagues who nominated her praised her as empathetic, caring, passionate, funny, and a shining example to us all.

Alongside receiving grant funding, income from commissioned services and income from our training courses, Let's Talk Well has a number of fundraising activities involving local people and businesses.

This income is vital to our work, ensuring that we are able to continue to offer our services free of charge to those who need them. In line with the rest of the sector, cost-of-living pressures have created a challenging fundraising landscape, but in 2024/25 we were pleased to receive a number of generous donations from individuals, groups and businesses in our community, including...

- Lucy Crump, who ran an amazing 80 miles over three days along the Cornish coast, raising £2,613.88
- A 5k and 1k run in nearby Lydney, organised by Sportily, which raised £301.46.
- The Gloucester team at HM Land Registry organised a bake sale, which raised a delicious £413.55.
- Customers at The Old Spot Inn in Dursley, near Stroud, contributed £231. Cheers!
- Visitors to the Christmas Market at May Hill (near Mitcheldean) showed that Christmas was a time for giving, raising £350.
- The Compton Abdale Village Fete raised £841.44 during a memorable day of cream teas, apple bobbing, Morris dancers and more.
- Also making their mark were the team and customers at Linked Tattoo Studio in Chepstow, raising £700 at an event in Autumn 2024.
- Cheltenham Borough Council staff showed their pedigree, holding a race night raising £764.60, making them.

Another major fundraising activity was our inaugural Christmas carol concert in Cheltenham, attended by about 300 people and raising more than £2,000. This also provided an opportunity to engage local media, with BBC Radio Gloucestershire attending to capture audio for a news item. We look forward to hosting another such event in December 2025.

Looking ahead: 2025/26 priorities

Let's Talk Well enters 2025/26 with a clear focus on growth, innovation and inclusion.

We have ambitious plans that will expand our reach, strengthen our infrastructure, and continue to improve outcomes for the young people and families we support. Key initiatives and priorities for the year include:

Sustainable expansion

We continue to explore opportunities for geographic expansion in a careful, sustainable manner. This ambition is supported by the strengthened leadership and operational infrastructure we have built during 2024/25, positioning us well for future growth while maintaining the quality of service our clients deserve.

Advancing our EDI work

We will be embedding the EDI recommendations which were presented to us by consultancy The Better Org in early 2025/26. Among other things, this will mean deepening our youth engagement and fostering a stronger culture of belonging among staff.

We will continue to diversify the counselling workforce. This will include exploring apprenticeship pathways into the profession, and expanding the training opportunities we provide.

Infrastructure and systems

During the year we will roll out new financial systems, as well as moving to the next stages of the rollout of our new HR system, SenseHR. In addition, we will further strengthen our digital transformation with enhanced data analytics, CRM usage and public impact reporting.

Our new head office project remains a priority. As well as providing greater certainty for the organisation, the right premises would allow us to create community space, host events, and secure formal accreditation from the National Living Wage Foundation.

Delivering our first Annual Conference

For the first time, we will host a full-day event focused on children and young people's mental health, with a special emphasis on supporting neurodivergent individuals.

We are excited to announce that our keynote speaker will be Dr Pooky Knightsmith, and we look forward to seminars on anxiety; emotionally-based school avoidance; self-harm and distress; eating difficulties; and gender identity. The conference will bring together professionals from education, health, youth services, and charities, to share best practice, network and build impactful, lasting connections for the communities we support.

Organisational context & financial review

Over the past year, Let's Talk Well has undergone a period of significant transformation. Central to this was our Listening Plan, through which we engaged deeply with stakeholders to understand how our name resonated with them and to truly hear their voices.

With heartfelt thanks to the young people, our team, partners, donors, and commissioners, we facilitated workshops, surveys, and open conversations. What we heard was clear: the name Teens in Crisis, while meaningful 30 years ago, no longer reflected the breadth of our work and had, in some cases, become a barrier for young people seeking support.

In collaboration with those same stakeholders and our commissioned agency, Creative Concern, we rebranded as Let's Talk Well. While our visual identity—our name, colours and design—has evolved, our heart and vision remain unchanged. The response to the rebrand has been overwhelmingly positive. Though it marks a new chapter, it carries a strong sense of familiarity and purpose, as if we've come home to something that was always ours.

Strategic Priorities

Last year, we set ourselves three key strategic goals:

1. To strengthen our Senior Leadership Team
2. To further diversify and enhance the skills within our Board
3. To fully deliver our Digital Excellence Framework

1. Senior Leadership Team

Building on the leadership already in place, we continued to strengthen our senior team with the appointment of Simon Welch as Chief Operating Officer. Simon brings a wealth of experience from his time at National Star and has already made a significant impact. His addition complements the existing leadership, which includes Claire Power-Browne as Chief Executive Officer, Judith Bell as our highly respected Chief Clinical Officer, and our Chief Financial Officer, Andrew Downing who ensures robust financial oversight.

Together, this team brings a strong and balanced blend of strategic, operational, clinical and financial expertise. With Simon's operational leadership and Judith's continued guidance of the clinical team, the Board is confident that the charity is well-positioned to meet current demand and pursue its aspirations for greater reach and impact.

2. Strengthen our Board with a greater diversity of skills and an increase in numbers

Over the past year, we've continued to strengthen our Board, building on previous recruitment efforts to bring in fresh perspectives, diverse expertise and additional capacity. Following a successful external recruitment round, we were pleased to welcome several new Trustees, including a new Chair, Charlotte Hitchings, who took up the role in July 2024. Charlotte has already made a significant impact, leading the Board with clarity, warmth and strategic insight during a time of growth and change.

Further recruitment rounds have since expanded our Board to ten Trustees, and we are delighted with the breadth and depth of experience now represented. Our Board reflects a positive gender balance and includes a wide range of skills—from safeguarding and governance to fundraising, commercial strategy, and HR.

We are deeply grateful to all our Trustees for their dedication and support, and especially to Charlotte Hitchings and Carol Edie-Treloar, our Vice Chair, for their thoughtful and skilled leadership.

As we look ahead, we remain committed to building on best practice in governance, continuing to evolve as a Board, and supporting the executive team to ensure we deliver the charity's objectives with integrity, impact, and care.

3. Digital Excellence Framework

As described in last year's report, we are incredibly grateful to everyone who contributed to the launch and delivery of Tacklit to our team of over 90 counsellors in September. Like any major digital infrastructure project, this has been a steep learning curve for the organisation, and the Trustees would like to acknowledge the significant time and effort invested by the team.

Tacklit has enabled us to access real-time safeguarding information, maintain secure frameworks for client records, and establish a robust platform to confidently support our continued growth and reach.

Employer of Excellence

Building on the work outlined in last year's report, we have now successfully implemented our new graded pay structure and spine. This marks a significant milestone in our commitment to becoming an Employer of Excellence. As part of the next phase, we are working hard to introduce a values-based appraisal framework. This will ensure that every person working with Let's Talk Well has the opportunity to grow and progress in their career—even in roles that are only one-person deep. Our aim is to foster a culture where development is accessible to all, and where every role is recognised as a meaningful part of our organisational journey.

Supporting Our Team Through Financial Hardship

In response to the cost-of-living crisis during the winter of 2022, we provided hardship payments to staff, amounting to approximately £40,000. Recognising that financial challenges can take many forms, the Trustees also established a Hardship Bursary Fund of £10,000 to offer additional support to any staff member in need.

Originally intended to close at the end of the 2024 financial year, the fund has proven to be a valuable source of reassurance and practical help. The Trustees have therefore agreed to keep the fund open, reaffirming our commitment to supporting staff wellbeing as part of a wider strategy to foster a resilient and compassionate workplace.

Navigating Financial Pressures and Valuing Our Team

Previous reports have highlighted growing concerns across the sector about charities subsidising public contracts. Alarming, the situation has worsened. According to NCVO's *The True Cost of Delivering Public Services* (March 2024), 87% of charities delivering public services report subsidising their grants. This trend is now leading to real consequences: 72% of respondents said they had either withdrawn from public service delivery or were considering doing so.

At Let's Talk Well, we continue to feel the tension between fairly rewarding our staff and managing core costs to remain viable and competitive in the eyes of commissioners and funders. These considerations are central to our annual pay review process.

In April 2025, the government's increase in Employer National Insurance Contributions added over £90,000 to our wage bill. Despite these pressures, we remained committed to investing in our team. This year, we implemented a 3.3% pay rise and introduced a range of wellbeing measures, including enhanced sick pay, to ensure our staff feel supported and valued.

The VCSE Barometer Wave 9 report highlights the precarious balance charities must strike between delivering services, rewarding staff appropriately, and planning for the future in a time of rising need. At Let's Talk Well, we are determined to meet this challenge with integrity and care.

Income

Let's Talk Well has seen a positive increase in income over the past year, rising from £2,734,947 in the year ending 31 March 2024 to £3,446,075 in the year ending 31 March 2025.

We were delighted to secure a three-year commissioning contract from the NHS in Gloucestershire, with the potential for a two-year extension. This reflects our growing reputation as a leading provider of mental health support for children and young people across the region and is a testament to the dedication and professionalism of our staff in responding to unprecedented levels of demand.

Our training department also continues to grow steadily. It plays a vital role in developing a sustainable mental health workforce—not only for Let's Talk Well, but for the wider region—by training qualified counsellors and supporting those entering the profession.

Our top three sources of income accounted for 90.54% of all income received:

- Public sector contract income grew by 31%, from £2,122,455 to £2,779,509
- Training course income increased by 31%, from £134,389 to £176,745
- Service Level Agreements income reduced by 10.4% to £282,005 due to non-renewal of two contracts.

Fundraising and Income Diversification

We remain committed to diversifying our income streams to reduce financial risk and avoid over-reliance on any single source of funding.

Like many charities, we have experienced a particularly challenging year in securing grants and trust funding. Despite this, we are pleased to report a significant increase in overall donations — rising from £95,092 in 2023/24 to £154,341 in 2024/25. This growth reflects the generosity of our supporters and the strength of our mission.

The past year has also provided an opportunity to reflect on our fundraising approach. Following the departure of Carolyn Roulstone, who relocated to Scotland to be closer to family, we used the vacancy period to assess our strategic direction in light of a changing funding landscape. As a result, we are preparing to recruit a senior fundraising leader with the experience and vision to drive growth, particularly in individual giving, corporate partnerships, and regular giving. We have also undertaken a full review of our fundraising strategy to ensure it aligns with our ambitions and the evolving needs of the organisation. Looking ahead, we are optimistic about the projects we have planned and the potential to build a more resilient and sustainable funding base.

The Trustees are mindful of the risks associated with the current environment and have taken proactive steps to strengthen our position:

- Developed new funding streams to diversify income, building on the success of our corporate partnerships
- Designed a new individual giving and membership offer to grow regular donations

We are deeply grateful to the many individuals, businesses, trusts, and foundations whose support has enabled us to continue our work over the past year.

A summary of our income sources over the last three years is provided below.

Source of Income	Y/E 31.3.23	Y/E 31.3.24	Y/E 31.3.25
Public Service Contracts	67.0%	74.8%	77.2%
Service Level Agreements	14.4%	11.5%	8.2%
Training	5.5%	4.9%	5.1%
Public Sector Grants	4.1%	2.8%	3.5%
Donations - Other	4.4%	2.4%	1.8%
Investments	2.5%	2.1%	1.4%
Other Grants	1.1%	0.9%	2.3%
Other Grants	0.7%	0.4%	0.4%
Regular Donations	0.3%	0.2%	0.1%

Expenditure Overview

Total expenditure for the financial year ending 31 March 2025 was £3,366,950, representing a 20.7% increase compared to £2,788,663 in the previous year.

This increase reflects our continued strategic growth. We have expanded our staff base to meet delivery needs and aligned this with our strategic plan. As part of our planned growth journey, we have invested in staff wellbeing, strengthened our Senior Executive Team and enhanced our digital infrastructure.

A key area of planned expenditure was the rebrand from TIC+ to Let's Talk Well. This included a full brand redesign, development of a new website and updated collateral. Additional costs were incurred in securing our trademark and covering legal fees, alongside external PR support to ensure we maximised the impact of this unique opportunity.

The Board and Senior Executive Team extend their heartfelt thanks to everyone who worked so hard to ensure the success of our launch. Your efforts have helped us align our vision, brand and identity—laying the foundation for a presence that reaches beyond our strong regional roots.

Looking Ahead

As we plan for the future, we remain focused on striking the right balance between growth and consolidation. Ensuring our capacity aligns with the increasing demand for services—particularly our core functions that underpin governance, support and oversight—remains a key priority.

We are committed to being an employer of choice, fostering a workplace culture that reflects our values in every interaction. At the same time, we continue to steward our resources responsibly, ensuring that every investment supports our mission and long-term sustainability.

Summary

Our income and expenditure over the last three financial years can be summarised as follows:

	Income	Expenditure	Surplus / (Deficit)
	£	£	£
2022/23	2,088,435	2,202,520	(114,085)
2023/24	2,734,947	2,788,663	(53,716)
2024/25	3,446,075	3,366,950	79,125

Our trading for the period ending 31 March 2025 closed with a modest surplus of £79,125. This positive outcome reflects a combination of factors, notably the commencement of our new three-year commissioned contract with the NHS and stronger-than-anticipated performance in fundraising activities. These gains have helped offset the financial pressures associated with increased service delivery and expanded workforce capacity.

It is important to note that while this surplus is encouraging, the financial outlook for the coming year carries new challenges. The unexpected rise in National Insurance contributions, coupled with the ongoing increase in the cost of living—without corresponding uplifts in contract values—will place additional strain on the charity's finances. We will continue to monitor these developments closely and adapt our financial planning to ensure sustainability.

Our overall balance of funds at 31st March 2025 is £813,015. The split of funds can be seen below:

Fund Type	£
Unrestricted general	73,424
Unrestricted designated	678,012
Restricted	61,579
Total	813,015

Reserves Policy

Let's Talk Well is committed to maintaining an appropriate level of reserves to ensure sound financial management, responsible stewardship and long-term sustainability in delivering its charitable public benefit.

The Charity's operational business plan and embedded risk management framework inform the level and purpose of reserves required. Strategic initiatives that extend beyond the annual budget necessitate a more robust and forward-looking funding base. Accordingly, the Charity seeks to hold sufficient reserves to support these objectives without compromising financial stability.

Reserves held by Let's Talk Well are categorised either as general operating funds or as designated funds, as determined by the Trustees. All designated funds are underpinned by a detailed business plan and a clear timeline for drawdown, ensuring effective cashflow and investment management and maintaining liquidity. The designation of funds may be revised by the

Board of Trustees to reflect evolving business priorities and ensure appropriate reserve levels are maintained.

Reserve levels will naturally fluctuate over time. In light of increased turnover and the added security provided by our new long-term NHS commissioning arrangements, the Trustees have set a target to hold reserves within a range of 15% to 25% of the Charity's annual income. For the financial year 2024–25, with an income of £3,446,075, this equates to a reserves target of between £516,911 and £861,518, which is considered appropriate under the current policy.

At the end of the 2024-25 financial year, the actual level of reserves was £813,015. Of this £61,579 relates to Restricted Funds, leaving an unrestricted balance of £751,436. These funds are split as follows:

Contingency Fund	£350,000
Capital Development Fund	£247,000
Redundancy Fund	£69,161
Hardship Fund	£6,671
Staff Bursary Fund	£5,180
General Fund	£73,424
Total Unrestricted Funds	£751,436

Current Reserve Levels

The current reserve level of £751,436 sits toward the middle of the target range (£516,911 to £861,518), providing a stable financial position. However, the Trustees will continue to monitor reserve levels to ensure they remain within policy thresholds and do not fall below or exceed the target limit.

Digital Excellence Framework

This fund supported the delivery of the Let's Talk Well employee Excellence & Engagement Programme, including the implementation of a bespoke cloud-based client record system and associated hardware. Designed to enhance clinical workflows, improve safeguarding, and provide real-time information to staff, the system was successfully launched in summer 2024. The project is now complete, and the fund has been closed.

Staff Training Subsidies

This fund enabled Let's Talk Well staff to qualify to work specifically with children and young people at Levels 4 and 5 in counselling. Recognising the importance of a sustainable workforce in children's mental health, Let's Talk Well also committed bursary support for entry-level training at Levels 2 and 3. This initiative promotes equity and opens opportunities for individuals who may otherwise face financial barriers to training.

Pay / Salary Review

This fund supported an external and independent review of pay and non-pay rewards across TIC+. As part of our three-year plan to enhance recruitment, retention, and reward, the review was a foundational element of the Let's Talk Well Employee Excellence & Engagement Programme. The fund is now closed following the successful completion of the review.

Senior Management Restructure

Funds were designated to strengthen the Senior Leadership structure, adding essential skills and systems to support organisational growth and resilience. These funds were not drawn upon and so have been repurposed to the new Capital Development Fund,

Hardship Fund

As referenced earlier, this ongoing bursary fund provides grants of up to £300 to support staff experiencing financial hardship. The Trustees remain committed to maintaining this fund.

New Designated Fund: Capital Development Fund

This year, the Trustees have established a new fund to support the potential acquisition of premises for Let's Talk Well, ideally within the Forest of Dean. The vision for such a property is to create more than just a building—it will be a vibrant hub for community, voluntary sector and professional collaboration. The space will be used to deliver services and foster greater connectedness across the region.

Redundancy Fund

Each year, the Trustees review the Charity's redundancy policy and allocate funds to mitigate the risk of service decommissioning by the NHS. This reserve ensures that, in the event of a significant reduction in commissioned services, the Charity can responsibly manage workforce changes.

Contingency Fund

This fund is designed to cover costs arising from unforeseen events, such as the loss of a contract or other operational disruptions. It has been set at a level equivalent to six weeks of operating costs, including overheads, to provide a financial buffer and maintain stability during unexpected challenges.

Financial Management

We continue to strengthen our financial and operational systems and controls to support effective and efficient working practices. This enables us to produce accurate management reporting, which in turn enhances both operational and strategic decision-making across the Charity.

The relationship between the Finance & Digital Subcommittee and the Chief Financial Officer has grown through collaborative working, resulting in improved information flow and more informed decision-making. Our client database and accounting systems allow us to track funds throughout their lifecycle—by budget code, beneficiary, and even down to individual session outcomes. This level of transparency gives funders confidence that their grants are being used in accordance with any restrictions or conditions they may have set.

With access to this data and reporting, the Finance & Digital Subcommittee is increasingly well-positioned to make sound budgetary and strategic financial decisions. We continue to submit our accounts and Annual Reports to the Charity Commission and Companies House, fully complying with all relevant guidelines, accounting regulations, and reporting requirements. Robust procedures are in place to prevent fraud, and all funds are allocated strictly for their intended purposes. Let's Talk Well does not operate a defined benefit pension scheme and holds no investments beyond liquid capital. This protects us from short-term fluctuations in investment or pension plan values. A detailed policy governs the management of our liquid assets, which is reviewed and reported on quarterly to the Board of Trustees.

GOING CONCERN

We are proud that our service delivery income has remained strong over the past year, reflecting the continued confidence placed in us by the NHS and other commissioning partners. However, like many in the sector, we have experienced a downturn in fundraising income, driven by broader economic pressures that have affected both individual giving and the availability of large grants and trust funding. This has resulted in income falling short of our original forecasts.

That said, our financial resilience has been supported by the fact that fundraising currently represents a modest proportion of our total income. Our core strength lies in the quality and consistency of our commissioned services, which have not only been sustained but expanded. We have successfully increased both the value and number of our contracts, and we are especially encouraged by the transition to a multi-year agreement with our principal commissioner from September 2024—providing greater long-term stability.

We remain ambitious in our mission to reach more children and young people, and we are committed to ensuring that all our services remain free at the point of access. This makes the need for a diverse and sustainable funding base more important than ever.

In the year ahead, we will take decisive steps to strengthen our fundraising performance. This includes reviewing areas where we have underperformed, refining our strategy, investing in our fundraising capacity, and broadening our income streams to reduce dependency on any single source.

The Board has undertaken a thorough review of our financial position and structure to ensure that our growth plans are underpinned by sound financial management. While we remain alert to the potential impact of global and economic uncertainties, we are confident in the charity's ability to navigate these challenges.

With healthy reserves in place and a clear strategy for sustainable growth, the Board is satisfied that the charity remains a going concern and that the accounts can be prepared on this basis.

Structure, governance and management

Governing Document

Over the past year, the Board has undertaken a comprehensive review of the Charity's Articles to ensure they reflect current Companies and Charities Law. Following this review, final amendments were approved by members, and the updated Articles were formally adopted in April 2024. This included the addition of our new name, Let's Talk Well.

In addition to ensuring regulatory compliance, Trustees took time to carefully review the Charity's objects to ensure they accurately reflect our current purpose and activities. Minor revisions were made to provide greater clarity and specificity regarding the services we deliver. The updated objects now read:

"The objects for which the Charity is established are:

To advance the Christian religion by practically demonstrating the Christian faith, in particular but not exclusively, by:

2.1.1 Relieving the need, hardship or distress of children and young people by providing education, advice, support and counselling services;

2.1.2 Providing training in the principles, practices and methods of delivering support and counselling services to children and young people, and in other allied or ancillary subjects."

Our Commitment to Good Governance

Let's Talk Well is a registered charity (No. 1045429) and a company limited by guarantee in England (No. 02954230), governed by a Board of Trustees who also serve as company members during their term. The Board comprises up to 12 members, all of whom must profess a Christian faith in line with Let's Talk Well's Statement of Faith.

Our governance is guided by our Articles of Association and aligned with the Charity Governance Code, reflecting our commitment to high standards of leadership and accountability.

Trustees serve three-year terms and are elected/re-elected at an AGM. Membership is comprised of Trustees.

Recruitment follows our Safer Recruitment Policy, with clarity around any specialist skills sought and we always seek to recruit via external recruitment channels. New Trustees receive a comprehensive induction, including meetings with senior staff and attendance at Board meetings prior to election, ensuring they are well-prepared for their role.

The Board meets six times annually, including a full-day meeting each year. Additional meetings are convened as needed. Trustees receive regular updates from the Senior Executive Team and key documents to support informed decision-making.

Board Subcommittees

To provide assurance and oversight, the Board has established the following subcommittees, each with defined terms of reference:

- **Finance & Digital Committee**
Oversees strategic risk, financial management, and digital transformation. Responsible for internal financial controls, budget setting, and monitoring.
- **Remuneration & Recruitment Committee**
Reviews the recruitment and remuneration of senior executives and oversees the external Pay & Reward Review.
- **Quality & Service Delivery Committee**
Monitors clinical service delivery, ensuring alignment with best practice, safeguarding standards, and positive outcomes for children and young people.
- **Audit & Financial Assurance Committee**
Meets to oversee the opening and closing of the annual audit process.

Working Groups

In addition to formal committees, several working groups support the Charity's strategic and operational development:

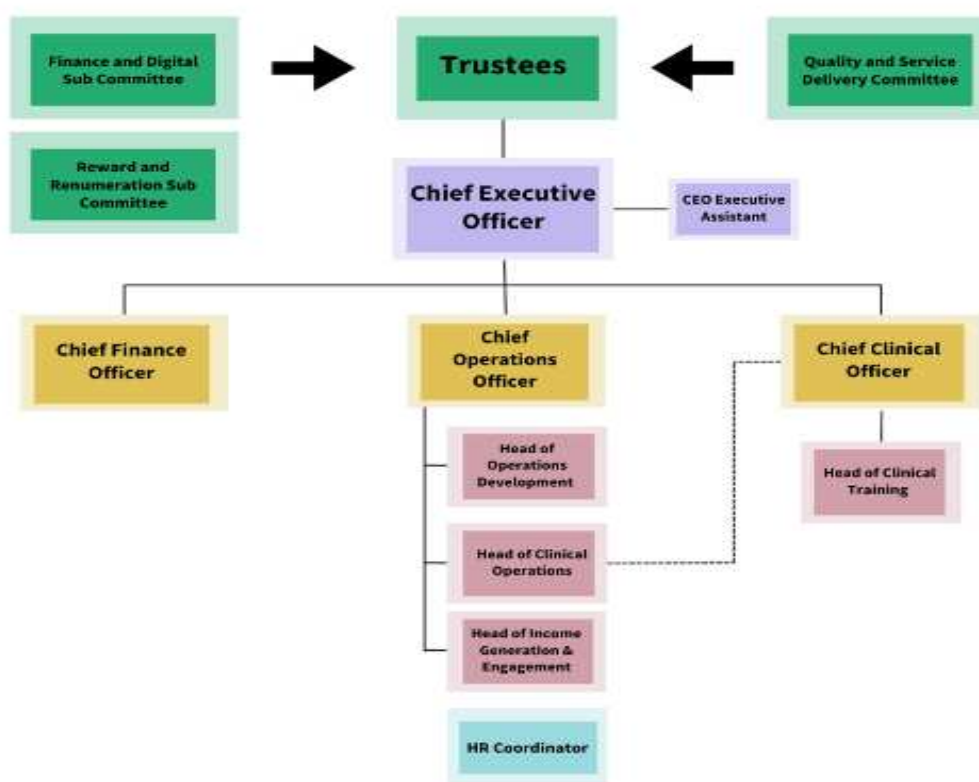
- **Strategic Working Group**
Supports the CEO in developing and implementing the Let's Talk Well strategy, focused on ensuring every young person has someone to talk to when they need it most.
- **Estates Working Group**
Acts as a liaison between the Board and executive team, supporting the potential purchase and development of future office space
- **Governance Working Group**
Champions best practice in governance and supports the Charity's aspiration to meet the standards of the Charity Governance Code.

Management of the Charity

Day-to-day management of Let's Talk Well is delegated to the Senior Executive Team (SET), comprising of the Chief Executive Officer (CEO), Chief Clinical Officer (CCO), Chief Financial Officer (CFO) and the newly appointed Chief Operating Officer (COO).

This structure ensures clear accountability and effective leadership across all areas of the Charity's work.

LET'S TALK WELL SENIOR LEADERSHIP TEAM



The introduction of the COO role has brought significant value by clearly separating operational and clinical leadership. This distinction allows the COO to focus on service delivery, systems, and day-to-day operations, while the CCO concentrates on clinical quality, safeguarding, and excellence. As a result, service delivery teams benefit from more focused support, clearer leadership pathways, and a stronger line of sight to quality assurance across all services.

The SET works closely with the Senior Leadership Team (SLT), which leads departmental teams and ensures the delivery of Trustee-approved work. The SET is governed by clear terms of reference outlining its accountability to the Board of Trustees.

As the Charity continues to grow, the SET remains committed to upholding Let's Talk Well's values, fostering collaboration, and ensuring staff feel empowered to contribute meaningfully to the organisation's development.

The Staff Advisory and Engagement Group (SAGE) has been an established part of our culture for several years and continues to evolve as a trusted forum for open discussion. Meeting twice annually, SAGE provides staff with a space to raise questions, share feedback, and influence decisions that affect their work and wellbeing. Agendas are published in advance, and participation is open to all.

We are particularly proud of the work of our Freedom to Speak Up Guardian, who plays a vital role in ensuring staff have a safe and confidential route to raise concerns. This role has become a valued part of our organisational structure, and we have plans to further develop it over the coming year to strengthen its impact and accessibility.

Additionally, the SET hosts a monthly Open House, providing an informal space for staff to engage directly with leadership, ask questions, and discuss current and future initiatives.

Our Principal Risks and Uncertainties

Identifying and actively managing risk is essential to ensuring that Let's Talk Well remains a resilient, impactful and well-governed charity. It enables Trustees to remain focused on the most critical issues as they lead the organisation forward.

Risk management is overseen jointly by the Board of Trustees and the Senior Executive Team (SET), through the maintenance of a comprehensive Risk Register. This register identifies key organisational risks and is regularly reviewed and updated. Each Board Subcommittee is responsible for monitoring risks relevant to its remit, with findings and recommendations reported back to the full Board for oversight and assurance.

Below is a summary of the Charity's principal risk areas:

Area	Key Risks	Mitigations
Governance	Leadership capacity; corporate governance	<ul style="list-style-type: none"> • Coaching in place for Senior Executive Team • Trustee training • Subcommittee structure strengthened • Strengthened senior management structure • Strong clinical governance underpinned by rigorous policies and clinical data • Clear decision making with sound audit trails • Reporting processes in places from Executive to board to provide assurance • External auditors • Open recruitment process for trustees leading to appointment of new trustees in this year, meeting skills gaps in the board.
Finance	Maintaining funder relationships; market competition; pricing and contracting policy; overreliance on specific income sources	<ul style="list-style-type: none"> • Strong relationships built on trust and delivery record • Service delivery excellence makes Let's Talk Well ongoing provider of choice • Strong contract management including reflections, lessons learned • Trustees with experience of NHS commissioning and landscape • Diversification of income streams (fundraising and training provision) as well as plans to deliver beyond current area • Continuous review of market - continue to lead in innovation

		<ul style="list-style-type: none"> • Systems to ensure sustainability and scalability • Ensure Full Cost Recovery • Benchmark pricing to remain competitive • Trustee Oversight of contracts
Service Delivery	Excess demand; service quality; workforce strategy and delivery; digital information and technology	<ul style="list-style-type: none"> • In house training of counsellors for sustainable workforce • Monthly monitoring of capacity • Strong operational KPI's and understanding of service demand and flow • Centralised HR system • Referral and waiting list forecasting • Modelling of service demand • Data capture informs service demands • Business continuity plans in place • First, second and third line support in place • Moved from bespoke system with single point of failure to tailored third party system with access/permission control • Trustee with specific IT expertise in place and supports digital risk management.

Let's Talk Well remains committed to proactive risk management, ensuring that potential challenges are identified early and addressed effectively to safeguard our mission and the communities we serve.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Let's Talk Well for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Auditors

Burton Sweet were re-appointed as auditors during the year and have expressed its willingness to continue in office as auditor

Signed by order of the Board of Trustees:

A handwritten signature in black ink that reads 'Nigel Gabb'.

Nigel Gabb
Trustee

Date: 18 November 2025

**LET'S TALK WELL
REFERENCE & ADMINISTRATIVE INFORMATION
YEAR ENDED 31 MARCH 2025**



Registered Company number: 02954230 (England and Wales)

Registered Charity number: 1045429

Registered office

Office 73
Building 7
Vantage Point Business Village Mitcheldean
Gloucestershire GL17 0DD

Trustees

N C Gabb	Strategic Pensions Manager - Investment & Accounting, Gloucestershire County Council
JM Newton	Executive Director, NHS
C Edie-Treloar	Programme Manager
Charlotte Hitching (chair 2024)	Chair (retired) NHS Trust (co-opted 23rd April 2024)
Nicola Moore	Associate Director of Transformation, NHS (co-opted 23rd April 2024)
Thokozani Owino	Principal Project Manager, NHS Wales (co-opted 23rd April 2024)
Sharonrose Manhiri	Strategic HR Initiatives, Gloucester County Council
Katie Endacott	Third sector CEO and Director
Hannah Coppard	Children's Senior Social Worker, Gloucester County Council
John Dorrington	Retired - Retail Leadership Marks and Spencer plc, 1984-2022

Auditors

Burton Sweet Limited
The Clock Tower
5 Farleigh Court
Old Weston Road
Flax Bourton
Bristol BS48 1UR

Bankers

Lloyds Bank
8 High Town
Hereford HR1 2AE

Senior Executive Team

Claire Power-Browne	Chief Executive Officer
Judith Bell	Chief Clinical Officer
Andrew Downing	Chief Financial Officer
Simon Welch	Chief Operating Officer (Appointed 01st November 2024)

Independent auditor's report to the members of Let's Talk Well

Opinion

We have audited the financial statements of Let's Talk Well (the "Charity") for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of 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 Charity's affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 in 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 Charity 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 directors' 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 charity'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 the fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable law requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees 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 they 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 Charity'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 Charity 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with those charged with governance and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements of the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, pensions, environmental and health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and remaining alert during the audit for any indications of non-compliance.

Our audit procedures in relation to fraud included but were not limited to:

- making enquiries of those charged with governance and other management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- discussing amongst the engagement team the risks of fraud;
- gaining an understanding of the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;
- testing journal entries to identify unusual transactions;
- assessing whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- investigating the rationale behind significant or unusual transactions.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

**LET'S TALK WELL
INDEPENDENT AUDITOR'S REPORT
YEAR ENDED 31 MARCH 2025**



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/auditors/audit-assurance-ethics/auditors-responsibilities-for-the-audit. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity'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 Charity's members those matters we are required to state in 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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to be 'Ed Marsh'.

Ed Marsh BSc (Hons) FCA DChA (Senior Statutory Auditor)

For and on behalf of Burton Sweet Limited

Statutory Auditor

The Clock Tower

5 Farleigh Court

Old Weston Road

Flax Bourton

Bristol BS48 1UR

Date: 18 November 2025

LET'S TALK WELL

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2025



	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and grants	2	73,841	80,500	154,341	95,092
Charitable activities	3	2,837,125	403,027	3,240,152	2,581,042
Other trading activities		3,122	-	3,122	592
Investments		48,460	-	48,460	58,221
Total income		<u>2,962,548</u>	<u>483,527</u>	<u>3,446,075</u>	<u>2,734,947</u>
Expenditure on:					
Raising funds	4	66,981	120	67,101	67,498
Charitable activities	5	2,823,568	476,281	3,299,849	2,721,165
Total expenditure		<u>2,890,549</u>	<u>476,401</u>	<u>3,366,950</u>	<u>2,788,663</u>
Net income/(expenditure)	7	71,999	7,126	79,125	(53,716)
Transfers between funds	17	(70)	70	-	-
Net movement in funds		<u>71,929</u>	<u>7,196</u>	<u>79,125</u>	<u>(53,716)</u>
Funds at start of period	17	679,507	54,383	733,890	787,606
Funds at end of period	17	<u>751,436</u>	<u>61,579</u>	<u>813,015</u>	<u>733,890</u>

The Charity has no recognised gains or losses other than the results for the period as set out above.

All of the activities of the charity are classed as continuing.

See note 9 for fund-accounting comparative figures
The notes on pages 49 to 60 form part of these financial statements

LET'S TALK WELL
BALANCE SHEET
AS AT 31 MARCH 2025



	Note	2025 £	2024 £
Fixed assets			
Intangible assets - Trademark		825	-
Tangible assets	10	20,489	33,708
		<u>21,314</u>	<u>33,708</u>
Current assets			
Debtors	11	240,062	171,735
Cash at bank and in hand		957,536	1,247,584
		<u>1,197,598</u>	<u>1,419,319</u>
Liabilities			
Creditors : amounts falling due within one year	12	(356,362)	(719,137)
Net current assets		<u>841,236</u>	<u>700,182</u>
Total assets less current liabilities		862,550	733,890
Creditors : amounts falling due after more than one year	13	(49,535)	-
Net assets		<u><u>813,015</u></u>	<u><u>733,890</u></u>
FUNDS			
Unrestricted funds	18	751,436	679,507
Restricted funds	18	61,579	54,383
Total funds		<u><u>813,015</u></u>	<u><u>733,890</u></u>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102 (FRS102).

These financial statements were approved by the Trustees on 18 November 2025... and are signed on their behalf by:

Nigel Gabb

Nigel Gabb
Trustee

Company registration number: 02954230

The notes on pages 49 to 60 form part of these financial statements

LET'S TALK WELL
CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2025



	Note	2025 £	2024 £
Net cash outflow from operating activities	14	(420,503)	(336,227)
Non-operational cash flows:			
Investing activities			
Payments for tangible fixed assets		-	(27,613)
Payments for intangible assets		(825)	-
Investment income		61,039	58,221
		<u>60,214</u>	<u>30,608</u>
Financing activities			
Issue of new debt		75,000	-
Loan repayments		(4,759)	-
		<u>70,241</u>	<u>-</u>
Net cash outflow for the year	15	<u><u>(290,048)</u></u>	<u><u>(305,619)</u></u>

Cashflow Restrictions

Charity law prohibits the use of net cash inflows on any endowed or other restricted fund to offset net cash outflows on any fund outside its own objects, except on special authority. In practice, this restriction has not had any effect on cash flows for the period.

The notes on pages 49 to 60 form part of these financial statements

1 Accounting policies**Accounting convention**

The financial statements have been prepared in accordance with the historical cost convention (except where otherwise stated in the accounting policy note) and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

The Trustees have no material uncertainties regarding the charity's ability to continue as a going concern. However, they are acutely aware of the increasingly uncertain and challenging funding landscape, coupled with rising demand for our services and financial resources. While the charity remains in a stable financial position with sufficient reserves to meet foreseeable challenges, the Trustees acknowledge the potential impact of these external pressures on future operations. The Executive Team is actively engaged in forward planning and mitigation strategies, balancing financial prudence with the strategic imperative to expand our reach and respond to growing community needs.

Income

All income is included in the Statement of Financial Activities when the charity has entitlement to the income, the amount can be quantified with reasonable accuracy and receipt is probable.

Donations and grants includes income generated from gifts, donations and grants and is included in full in the SOFA when receivable. Grants where entitlement is conditional on the delivery of specific performance by the Charity are recognised when the Charity becomes unconditionally entitled to the grant.

Training workshop income is recognised net of any discounts offered. Entitlement occurs upon delivery of the workshop, reflecting the completion of the performance obligation.

School service level agreement income is included in the SOFA on a straight line basis over the period of the service delivery.

Public contract income for counselling services is recognised in SOFA in line with service delivery. Where contracts specify a fixed number of counselling sessions, income is recognised on a proportionate basis as each session is completed.

Investment income is included on a receivable basis.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Support costs are allocated in full to the main charitable activity of the provision of counselling services.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked with the strategic management of the charity. They are included within support costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and equipment - 25% on cost

Computer equipment - 25% on cost

Assets of £5,000 or more are capitalised.

Taxation

The charity is exempt from corporation tax on its charitable activities.

1 Accounting policies (continued)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds form part of unrestricted funds and have been identified as being for particular purposes by the Trustees. They are not restricted and can be transferred to general funds at any time at the discretion of the Trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Debtors

Trade and other debtors 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.

Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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 are normally recognised at their settlement amount after allowing for any trade discounts due.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 Income from: Donations and grants

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Grants	-	80,500	80,500
Other donations	67,978	-	67,978
Gift aid	5,863	-	5,863
	<u>73,841</u>	<u>80,500</u>	<u>154,341</u>
Prior period comparatives			
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants	500	23,375	23,875
Other donations	65,283	-	65,283
Gift aid	5,934	-	5,934
	<u>71,717</u>	<u>23,375</u>	<u>95,092</u>

3 Income from: Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Public sector funding	2,660,230	119,279	2,779,509
Service level agreements	-	282,005	282,005
Training and workshops	176,645	-	176,645
Other charitable activities income	250	1,743	1,993
	<u>2,837,125</u>	<u>403,027</u>	<u>3,240,152</u>
Prior period comparatives			
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Public sector funding	2,044,588	77,867	2,122,455
Service level agreements	-	314,504	314,504
Training and workshops	134,389	-	134,389
Other charitable activities income	-	9,694	9,694
	<u>2,178,977</u>	<u>402,065</u>	<u>2,581,042</u>

Public sector funding includes grants totalling £2,660,230 (2024: £2,044,588) from NHS Gloucestershire ICB and £119,279 (2024: £77,867) from other sources.

Service level agreements of £262,402 (2024: £278,459) are principally funded by local authority funding.

4 Expenditure on: Raising funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Fundraising costs	22,951	120	23,071
Wages and salaries	44,030	-	44,030
	<u>66,981</u>	<u>120</u>	<u>67,101</u>

Prior period comparatives

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Fundraising costs	19,289	137	19,426
Wages and salaries	48,072	-	48,072
	<u>67,361</u>	<u>137</u>	<u>67,498</u>

5 Expenditure on: Charitable activities

	Direct Costs £	Support Costs (Note 6) £	Total Funds 2025 £
Provision of counselling services	2,210,682	1,089,167	3,299,849

Prior period comparatives

	Direct Costs £	Support Costs (Note 6) £	Total Funds 2024 £
Provision of counselling services	1,868,091	853,074	2,721,165

6 Support costs

	Total 2025	Total 2024
	£	£
Wages and salaries	659,346	496,476
Premises	116,817	107,567
Legal and professional	39,377	51,152
Office costs	45,704	22,728
IT and software costs	136,740	126,933
Advertising and promotion	52,058	16,177
Depreciation	13,219	9,909
Governance costs	25,906	22,132
	<u>1,089,167</u>	<u>853,074</u>

7 Net income/(expenditure) for the period

This is stated after charging:

	Total 2025	Total 2024
	£	£
Auditor's remuneration	10,320	9,132
- for audit services	4,140	4,038
- for other services	1,611	548
Trustee expenses	13,219	9,909
Depreciation		

The charity has reimbursed costs totalling £1,611 (2024: £548) in relation training courses, materials and subsistence costs on the behalf of all trustees (2024: all trustees). These relate to trustee expenses in carrying out their duties.

8 Staff costs and numbers

The aggregate payroll costs were:

	Total 2025	Total 2024
	£	£
Wages & salaries	2,501,467	2,070,608
Social security costs	205,963	154,844
Pension contributions	52,194	40,615
	<u>2,759,624</u>	<u>2,266,067</u>

One employee received benefits (excluding employer's national insurance contributions and employer pension costs) of between £60,000 and £70,000 (2024: nil).

The total aggregate employment benefits received by key management personnel were £407,942 for the year (2024: £410,538).

The average monthly number of employees during the period was as follows:

Total 2025	Total 2024
124	114

9 Statement of Financial Activities comparative figures

Prior year comparative	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Income from:			
Donations and grants	71,717	23,375	95,092
Charitable activities	2,178,977	402,065	2,581,042
Other trading income	592	-	592
Investments	58,221	-	58,221
Total income	2,309,507	425,440	2,734,947
Expenditure on:			
Raising funds	67,361	137	67,498
Charitable activities	2,230,700	490,465	2,721,165
Total expenditure	2,298,061	490,602	2,788,663
Net income/(expenditure)	11,446	(65,162)	(53,716)
Transfers between funds	3,101	(3,101)	-
Net movement in funds	14,547	(68,263)	(53,716)
Total funds at start of period	664,960	122,646	787,606
Total funds at end of period	679,507	54,383	733,890

10 Tangible fixed assets

	Fixtures & equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2024	10,161	44,407	54,568
Additions	-	-	-
At 31 March 2025	10,161	44,407	54,568
Depreciation			
At 1 April 2024	4,692	16,168	20,860
Charge for the year	2,538	10,681	13,219
At 31 March 2025	7,230	26,849	34,079
Net book value			
At 31 March 2025	2,931	17,558	20,489
At 31 March 2024	5,469	28,239	33,708

11 Debtors

	2025	2024
	£	£
Trade debtors	113,992	48,831
Prepayments and accrued income	120,408	117,966
Other debtors	5,662	4,938
	<u>240,062</u>	<u>171,735</u>

12 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	42,437	17,380
Other creditors	4,793	3,779
Accruals and deferred income	285,118	697,978
Loans	24,014	-
	<u>356,362</u>	<u>719,137</u>

Included above is deferred income from service contracts relating to the charity's core charitable activities.

	2025	2024
	£	£
Deferred income balance at start of period	668,681	909,548
Amount released to income earned from charitable activities	(3,013,909)	(3,211,630)
Amount deferred in the period	2,597,640	2,970,763
Deferred income balance at end of period	<u>252,412</u>	<u>668,681</u>

13 Creditors : amounts falling due after more than one year

	2025	2024
	£	£
Loans	<u>49,535</u>	<u>-</u>

The loan due within one year and after more than one year includes a loan facility taken out in 2024 at an interest rate of 7.5%. The loan is unsecured and repayable by instalments over 36 months.

14 Reconciliation of net movement in funds to net cash (outflow)/inflow from operating activities

	2025	2024
	£	£
Statement of Financial Activities: Net movement in funds	79,125	(53,716)
Investment income	(48,460)	(58,221)
Interest paid	3,308	-
Depreciation	13,219	9,909
Decrease in creditors: current liabilities	(386,789)	(240,794)
(Increase) / decrease in debtors	(80,906)	6,595
Net cash outflow from operating activities	<u>(420,503)</u>	<u>(336,227)</u>

15 Analysis of changes in cash during the period

	2025 £	2024 £	Change £
Cash at bank and in hand	957,536	1,247,584	(290,048)
	2024 £	2023 £	Change £
Cash at bank and in hand	1,247,584	1,553,203	(305,619)

16 Analysis of changes in net debt

	At 1 Apr 2024 £	Operating cash flows £	Investing cash flows £	Financing cash flows £	At 31 Mar 2025 £
Cash at bank and in hand	1,247,584	(420,503)	60,214	70,241	957,536
Debt due within one year	-	-	-	(24,014)	(24,014)
Debt due over more than one year	-	-	-	(49,535)	(49,535)
	<u>1,247,584</u>	<u>(420,503)</u>	<u>60,214</u>	<u>(3,308)</u>	<u>883,987</u>

17 Movement in funds

	At 1 Apr 2024 £	Income £	Expenditure £	Transfers £	At 31 Mar 2025 £
Unrestricted funds					
General fund	37,329	2,962,548	(2,884,683)	(41,770)	73,424
Contingency fund	446,800	-	-	(96,800)	350,000
Redundancy fund	56,094	-	-	13,067	69,161
Staff Training Subsidy	17,500	-	-	(12,320)	5,180
Pay/ Salary Review fund	1,440	-	(1,440)	-	-
Digital Excellence Framework	13,273	-	(4,426)	(8,847)	-
Hardship Fund	7,071	-	-	(400)	6,671
Senior Management	100,000	-	-	(100,000)	-
Restructure	-	-	-	-	-
Capital Development Fund	-	-	-	247,000	247,000
	<u>679,507</u>	<u>2,962,548</u>	<u>(2,890,549)</u>	<u>(70)</u>	<u>751,436</u>
Restricted funds					
National Lottery Community Fund	-	20,000	(4,000)	-	16,000
Thrive Together	-	25,000	(1,412)	-	23,588
Zurich EDI	-	7,000	(3,000)	-	4,000
Service Level Agreements	-	282,005	(282,005)	-	-
MOJ Sexual Violence	-	18,744	(21,229)	2,485	-
Levelling Up Fund (Boys in Mind)	35,382	-	(34,622)	-	760
Zurich Community Trust	8,801	17,500	(20,164)	-	6,137
MOJ Domestic Assault	-	8,520	(6,106)	(2,414)	-
Forest of Dean	-	13,871	(10,684)	-	3,187
Suicide Prevention	-	78,144	(78,144)	-	-
Other restricted funds (see description)	10,200	12,743	(15,035)	(1)	7,907
	<u>54,383</u>	<u>483,527</u>	<u>(476,401)</u>	<u>70</u>	<u>61,579</u>
Total funds	<u>733,890</u>	<u>3,446,075</u>	<u>(3,366,950)</u>	<u>-</u>	<u>813,015</u>

17 Movement in funds (continued)

Prior year comparative	At 1 Apr 2023 £	Income £	Expenditure £	Transfers £	At 31 Mar 2024 £
Unrestricted funds					
General fund	121,000	2,309,507	(2,221,032)	(172,146)	37,329
Contingency fund	336,000	-	-	110,800	446,800
Redundancy fund	43,088	-	-	13,006	56,094
Staff Training Subsidy	36,374	-	-	(18,874)	17,500
Pay/ Salary Review fund	17,760	-	(16,920)	600	1,440
Digital Excellence Framework	101,938	-	(58,380)	(30,285)	13,273
Hardship Fund	8,800	-	(1,729)	-	7,071
Senior Management Restructure	-	-	-	100,000	100,000
	<u>664,960</u>	<u>2,309,507</u>	<u>(2,298,061)</u>	<u>3,101</u>	<u>679,507</u>
Restricted funds					
Rausing	37,234	-	(37,234)	-	-
Service Level Agreements	-	314,504	(314,504)	-	-
MOJ Sexual Violence	-	23,744	(23,744)	-	-
Levelling Up Fund (Boys in Mind)	55,962	-	(20,580)	-	35,382
Zurich Community Trust	4,578	17,500	(13,277)	-	8,801
MOJ Domestic Assault	-	13,523	(13,520)	(3)	-
Forest of Dean	-	13,694	(13,694)	-	-
Suicide Prevention	-	21,911	(21,911)	-	-
Other restricted funds (see description)	24,872	20,564	(32,138)	(3,098)	10,200
	<u>122,646</u>	<u>425,440</u>	<u>(490,602)</u>	<u>(3,101)</u>	<u>54,383</u>
Total funds	<u>787,606</u>	<u>2,734,947</u>	<u>(2,788,663)</u>	<u>-</u>	<u>733,890</u>

Description and purpose of funds and transfers

All funds with an opening balance, closing balance, income, expenditure or transfer greater than £10,000 have been separately disclosed. All other funds have been included within 'other restricted funds'. The Charity accounts fully for all restricted funds and a summary of the movement on any smaller fund is available upon request.

Designated Funds

Contingency Fund

This represents money set aside to continue the delivery of our Free Access Counselling should any of our grants or commissioned projects end up not being renewed. Should this situation arise the trustees will need time to take action. This sum of money would protect core operating costs and ongoing work with young people already in our service. The fund will enable time to make adjustments and raise additional funds. The fund also contains a small amount of funds set aside to cover 'emergency funding needs' such as unforeseen day to day operational costs or e.g. temporary staff to cover long term illness.

17 Movement in funds (continued)

Designated Funds (continued)

Redundancy Fund	Representing funds set aside to meet redundancy costs to entitled existing staff should the charity find itself having to make redundancies. This amount is calculated annually and whilst the trustees do not expect a situation where all the staff would need to be made redundant they deem it their responsibility to cover the full liability out of reserves.
Staff Training Subsidy	Representing funds to allow staff, employed by Let's Talk Well, to qualify to work specifically with children and young people at level 4 and level 5 in counselling. Let's Talk Well recognise the need to build a sustainable workforce for children's mental health and so have committed funds as bursary to enable entry level training at levels 2 and 3, to build a workforce for the future. This subsidy builds equity and encourages some for whom training may not otherwise have been an option they could afford.
Pay/Salary Review fund	Representing funds that had been designated for a now completed external and independent pay and non -pay review of roles and rewards at Let's Talk Well. Let's Talk Well are committed to being an ethical employer and a workplace of excellence. This review represents part of our three-year plan improving recruitment, retention and reward at Let's Talk Well, allowing our team opportunities to grow and develop with us. Completing this review has been a key foundation element to the Let's Talk Well Employee Excellence & Engagement Programme.
Digital Excellence Framework	Representing funds set aside for the delivery of the Let's Talk Well Employee Excellence & Engagement programme, this fund supported the implementation of a bespoke cloud-based client record system and associated hardware to enhance the work processes and experiences of our clinical team. The system aimed to improve safeguarding, governance, and provide real-time information to staff. Successfully launched in summer 2024, the project has now been completed and the fund is closed.
Hardship Fund	The hardship fund is a Bursary that exists to support staff who may be experiencing financial difficulties due to the cost of living with grants of up to £300.
Senior Management Restructure	Representing funds set aside to increase and strengthen the Senior Leadership structure, building in essential skills and systems to promote and support growth.
Capital Development Fund	Fund to support the potential acquisition of premises for Let's Talk Well , ideally, within the Forest of Dean.

Restricted Funds

National Lottery Community Fund	The National Lottery Fund awarded a grant to support the salary of a counsellor delivering free counselling sessions to young people aged 9 to 25. This funding has been instrumental in enabling the charity to provide accessible, high-quality mental health support to children and young adults, helping to ensure that every young person has someone to talk to during times of need.
Thrive Together	The Thrive Together Fund was awarded as a blended finance package - comprising both a grant and a loan - to support the strategic growth of the charity and advance its vision that every young person has someone to talk to. This funding will enable us to invest in the infrastructure, capacity, and innovation needed to meet rising demand for our services, while maintaining financial sustainability.

17 Movement in funds (continued)

Restricted Funds (continued)

Zurich EDI	The Zurich EDI Fund was awarded to support the development of a comprehensive Equality, Diversity, and Inclusion (EDI) strategy for the charity. This funding enabled us to work in partnership with The Better Org to explore our current practices and develop clear, actionable objectives aimed at making our services, workplace, and stakeholder engagement more accessible and inclusive. The work supported by this fund has laid the foundation for meaningful and sustainable change across the organisation.
Rausing	<p>Awarded by the Julia and Hans Rausing Trust, the grant, originally awarded in the 2020/21 financial year, was provided by their Charitable Support Fund for charities during the Covid-19 pandemic in recognition of the loss of income normally achieved through fundraising. It is for core costs and overheads associated with running Let's Talk Well .</p> <p>The £50,000 received in the 2021/22 financial year was the first tranche of multi-year funding towards piloting of the 'One At A Time' (1@T) single session therapy and psychoeducational workshops aimed at reducing our waiting list and the wait times that young people are having to wait before seeing a counsellor. This funding has now ended.</p>
Service Level Agreements	This funding is primarily comprised of agreements with schools, colleges and training agencies etc., who have contracted with Let's Talk Well to provide counselling. Many of these contracts are subsidised by Let's Talk Well . These are annual agreements.
MOJ Sexual Violence	Ministry of Justice funding towards supporting children and young people who are affected by, or victims of, sexual violence. It is anticipated this funding will be renewed in the next financial year.
Levelling Up Fund (Boys in Mind)	Funding awarded towards levelling up access to mental health support for young males ages 9-21 in targeted wards of Gloucestershire. The project will improve our understanding of the gender gap in accessing Mental Health services by gaining insight from young males in these areas. This funding will come to an end in the next financial year when the project is completed.
Zurich Community Trust (Cheltenham)	Funding awarded from Zurich Community Trust to support children and young people in Cheltenham and surrounding areas to access mental health support.
MOJ Domestic Assault	Ministry of Justice funding towards supporting children and young people who are affected by, or victims of, of domestic assault. It is anticipated this funding will be renewed in the next financial year.
Forest of Dean	Representing funding from Forest of Dean District Council towards the cost of counselling sessions for children and young people in the Forest of Dean.
Suicide Prevention	Funding from the Department of Health and Social Care to reduce the risk of self-harm and suicide among vulnerable young people through early intervention mental health support, expert staff, safeguarding processes, and awareness raising campaigns. Part of a multi year grant.

18 Analysis of net assets between funds**As at 31 March 2025**

	Restricted Funds	Unrestricted Designated Funds	Unrestricted General Funds	Total 2025
	£	£	£	£
Intangible assets	-	-	825	825
Tangible fixed assets	-	-	20,489	20,489
Cash and short-term deposits	61,579	678,012	217,945	957,536
Other net assets/(liabilities)	-	-	(165,835)	(165,835)
	<u>61,579</u>	<u>678,012</u>	<u>73,424</u>	<u>813,015</u>

As at 31 March 2024

	Restricted Funds	Unrestricted Designated Funds	Unrestricted General Funds	Total 2024
	£	£	£	£
Intangible assets	-	-	-	-
Tangible fixed assets	-	-	33,708	33,708
Cash and short-term deposits	54,383	642,178	551,023	1,247,584
Other net assets/(liabilities)	-	-	(547,402)	(547,402)
	<u>54,383</u>	<u>642,178</u>	<u>37,329</u>	<u>733,890</u>

19 Related party transactions

There were no other related party transactions in the year other than those disclosed elsewhere in the accounts.

20 Operating lease commitments

At 31 March the charitable company had total minimum lease commitments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Due in:		
Less than 1 year	15,524	61,178
Between 2 and 5 years	<u>-</u>	<u>3,466</u>

In April 2025 the charity has entered into a five year premises lease agreement.