

Registered number: 03690871  
Charity number: 1074114

Transforming Lives for Good (TLG) Ltd.

# Annual Report and Accounts

FOR THE YEAR ENDED DECEMBER 31<sup>ST</sup> 2021



**TLG** transforming  
lives for good



On the cover:  
Deon and his daughter Deannah who  
received vital support through their local  
church’s **TLG Box of Hope** programme

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2021 IN NUMBERS:

# TLG's Impact

ONE MILLION MEALS!

# 1,074,781

meals contributed to since the beginning of the COVID-19 pandemic

## 8,244

CHILDREN SUPPORTED OVERALL

## 84%

OF TLG EDUCATION CENTRE STUDENTS MADE EXPECTED OR BETTER-THAN-EXPECTED PROGRESS IN ENGLISH & MATHS



## 207

ACTIVE TLG CENTRES ACROSS THE UK

## 215

NEW TLG EARLY INTERVENTION COACHES TRAINED

## 37

NEW TLG EARLY INTERVENTION AND MAKE LUNCH PARTNERS



## 751

PEOPLE TRAINED ON EMOTIONAL FIRST AID & THE EMOTIONAL ROLLERCOASTER COURSES

Martin Jr, who received vital food provision through our Box of Hope project during lockdown.

# Message from the Chief Executive

**When the COVID-19 pandemic began, who could have predicted that the effects would be so long-lasting? The resulting challenges for the children, young people and families served by TLG continue, with a widening disadvantage gap, worsening mental health and increasing levels of food insecurity arising from big reductions in disposable household income.**

Yet, in the face of such tough circumstances, TLG have had the opportunity to make a huge difference. I am so grateful for the commitment and generosity of so many people each playing their part in enabling us to get alongside children struggling in local communities across the UK. The dedication of TLG staff, volunteers, supporters and our local church partners is particularly remarkable – the incredible number of children, young people and families who have been helped this year is down to you.

It's been fantastic to see the ongoing success of the initiatives we launched back when the COVID-19 pandemic first started. A significant milestone was in May, when we delivered the millionth meal since we launched 'Boxes of Hope' in March 2020. While we were saddened by the unprecedented need, we were also grateful for our team of staff and volunteers who have remained so determined to meet the huge need throughout the UK.

Meanwhile, our Therapeutic Support team has gone from strength to strength, and has now trained over 2,500 individuals from over 800 organisations across the UK since we launched in 2020! The work we've done on Emotional First Aid, understanding trauma and Adverse Childhood Experiences, and

the importance of offering therapeutic approaches to the children and young people we support now underpins all our work.

Another highlight in 2021 was the introduction of our new Head of Inclusion role, which is part of our commitment to building on our trauma-responsive approaches and bringing about greater inclusion for children and young people experiencing barriers of racial discrimination, poverty, Special Educational Needs and more. In doing this we hope to enable more children to overcome the barriers they face, encouraging a re-engagement in learning and opportunity that will have a life-long impact.

I'm also excited about the changes we have begun to implement to our Education Centre model, which mean that we'll be able to open more new Centres and reach more young people than ever before (find out more on page 16). Looking ahead, we're thrilled to be opening two new Education Centres in 2022, in the Wirral and Torbay. In a time where many of the children and young people across the UK are still struggling with the effects of COVID-19, with some even still missing from school, these centres will be a place where hope and aspirations for the future can be restored.

Thank you also to every one of our supporters, who are so vital in enabling us to carry out our work; your gifts of time, energy and money are so

appreciated. These gifts were more vital than ever with the pandemic causing reduced income and a financial deficit for TLG in 2021. With the huge growth in the need for TLG's programmes, we were pleased to be able to return to face-to-face fundraising and are encouraged as we see our income recovering.

Looking ahead to 2022, I am excited to continue working towards the vision we set for 2025 – to be reaching 10,000 children a year. Knowing how communities are already responding to the great need within the UK, I know that with the help of everyone within the TLG movement we will see many more lives transformed.



**TIM MORFIN**  
TLG FOUNDER &  
CHIEF EXECUTIVE

**“Knowing how communities are already responding to the great need within the UK, I know we will see many more lives transformed.”**



**Yasmin and daughter Ayla**  
who received TLG Box of Hope  
parcels during the pandemic

## Message from the Chair

**I'm delighted to introduce TLG's Annual Report and Accounts for 2021.**

It's been another demanding year for TLG as the whole of the UK has continued to navigate the ongoing effects of COVID-19. We have continued to prioritise the struggling children, young people and families whose circumstances have drastically worsened over the last two years, and it has been fantastic to see the dedication of our staff and volunteers in responding to the huge need.

Early Intervention was able to switch back to in-person coaching following our adapted provision during the height of the pandemic. It has been great to hear stories of schools valuing this support so much that they were the only external visitors allowed in for months after restrictions loosened – what an encouragement!

Our Education Centres have been a place of safety and security throughout the recent challenges, and the commitment of the staff has meant that young people across the UK have continued to benefit from TLG's joint emphasis on qualifications and pastoral care.

It was also fantastic to see Make Lunch clubs reopening to welcome members of the community back to share a meal and enjoy fun activities from the

summer holidays onwards. It is exciting to know that many more children and families will now be able to access a safe, welcoming space in person.

I'm particularly pleased to be able to highlight the continued success of two innovations from the first year of the pandemic. Therapeutic Support adds such valuable breadth of support across our programmes, and our Boxes of Hope initiative has given so many additional churches the opportunity to serve their communities. You can read more, and hear about Alecia's story on pages 20–23.

Although the Charity operated with a deficit this financial year I am pleased to report TLG's finances remain robust, in part due to a significant appreciation in the value of our commercial properties, but mainly as a result of the continued outstanding support of our generous donors. We are deeply grateful to all our supporters, both individuals and organisations, for the ways in which they continue to make our work possible. I want to take this opportunity to personally extend my gratitude, and emphasise our dedication to ensuring that each gift – whether of time or money – is stewarded responsibly.

Our 2025 vision remains – to be reaching 10,000 children every year in partnership with 400 community churches – and we are excited to be sharing our progress towards that goal throughout this report. As you read it, be encouraged by the huge difference you have helped TLG make in the lives of struggling children, young people and families across the UK.



**ANDREW BURTON**  
CHAIR OF TRUSTEES

**We are thankful to all our supporters for the ways in which they continue to make this vital work possible.**



## Strategic Review



**Make Lunch in Newcastle**



**Keira**  
TLG Reading Education Centre pupil

## Objectives and Activities

The charitable objectives of Transforming Lives for Good (TLG) Ltd are:

- to relieve persons who are in conditions of need or hardship;
- to advance education by such means as the trustees may consider appropriate;
- to relieve unemployment by means of providing training for employment for those in financial and economic need;
- to advance the Christian faith; and
- to promote and fulfil such other charitable purposes beneficial in the United Kingdom or the world as the trustees may from time to time think fit.

In line with these objectives, TLG's mission is to equip churches to bring hope and a future to struggling children, young people and their families.

We do this by getting alongside children and families at the stage where help is most needed. This may be through a volunteer coach offering a child one-to-one support, intensive help for those who have been excluded from school, providing food to children reliant on free school meals who would otherwise go hungry or trauma-informed support for children experiencing adverse childhood experiences (ACEs).

Our strategic vision is to be reaching 10,000 children a year through partnerships with 400 churches by 2025. In line with this vision, our main objectives in 2021 were to:

- Grow our 3 programmes to enable more and more children, young people and families to access much-needed support;
- Develop new resources to ensure that our provision remains at the cutting edge of both educational and emotional wellbeing research;
- Continue to innovate internally to improve our infrastructure, with particular focus on excellence standards, systems and impact measurement; and
- Increase focus on our policy and advocacy work, in order to speak out on behalf of the most vulnerable, at-risk children and young people in the UK.

Despite the ongoing challenges caused by the COVID-19 pandemic, we are thrilled that we were able to successfully carry out the strategic activities necessary to meet these objectives in 2021. These activities are detailed in the Trustees' Strategic Review for 2021.

**The Trustees present the Strategic Review for 2021, which details TLG's activities in 2021.**



**Kamara and family**  
who received vital food provision through TLG Box of Hope

# Programme Review

## Early Intervention

TLG's Early Intervention programme connects struggling children with a volunteer coach from a local church, who supports them for one hour a week in school through any difficulties that they are facing and lets them know that someone cares. Some children may be facing bullying, bereavement, family breakdown or poverty, while others could be struggling with a lack of confidence, a lack of positive role models or may simply need a trusted adult to talk to.



Summer  
with her Early Intervention coach, Matt.

102

TLG EARLY INTERVENTION  
CENTRES ACROSS THE UK

517

CHILDREN COACHED

## THE NEED:

2021 saw a vast increase in the needs of vulnerable children, especially those who were already struggling before the pandemic. Primary school exclusions are on the rise, and children and young people's mental and emotional wellbeing is at an all-time low as a result of the ongoing effects of COVID-19.

The latest statistics show that:

- Children voted '**anxiety**' as the word of the year for 2021, closely followed by 'challenging' and 'isolate' (Oxford University Press).
- A horrifying **71,549** of school exclusions in England were given to **primary school, reception and nursery children** in the 2018/19 academic year; terrifyingly, **19,780 of these were given to children aged 6 and under** (Department for Education).
- Nationally, in March 2021, the average **learning loss in reading for primary-school aged pupils was 2.2 months** (Department for Education).
- **7% of 10- to 15-year-olds** in the UK are **not happy with their lives**; this number has doubled in the last 10 years (The Children's Society).



248

NEW  
COACHES  
TRAINED

26

NEW  
PARTNER  
CHURCHES



Alex, and mum Andrea,  
who receives TLG Early Intervention coaching

## Mason's story

**At just 11 years old, Mason has already had a turbulent childhood. Mason was taken into care with his younger sister, with his Grandad and Step-Gran becoming their legal guardians. Sadly, his Grandad passed away a few years ago. Mason misses him and the rest of his family sorely.**

"I didn't used to be able to cope," says Mason. "I would feel very frustrated and take it out on other things. I would shove people sometimes and I think I was a bit terrible. I was bullied which made me feel very upset and horrified at the names I was being called. I would get into trouble with my teachers sometimes and get very distracted in lessons."

Mason started receiving support from his TLG Early Intervention coach, Beth, three years ago. "When I first met Mason," says Beth, "he had been flagged up for having aggressive tendencies and anxiety. They were worried he would drop out of school. He was disruptive in class because he wasn't in a good emotional place to learn."

"Life before coaching was hard because I didn't have anyone to speak to about my anger," says Mason. "But I loved coming to school, even when it was a bad day. I love ICT and all the devices because I don't have those at home. I love learning and my teachers! With Beth, I can now talk about my anger and how to deal with it. I remember the things she's taught me when I'm in a difficult situation."

Beth continues, "We do different creative projects together in our sessions and we have time to talk. One week he was upset because his peers could do their times tables but he was still struggling. So we looked at some flashcards together and the next week he came back beaming that he got all his seven times table right. These might seem like small moments to us, but they're huge to a child. If you can

just encourage children, it makes all the difference."

"I used to feel like I might burst into smithereens but now I can keep up," Mason exclaims. "I've changed a lot. I used to be hard on myself. I couldn't cope with my anger. But it's changed since I've had Beth to help me. I would say that I'm funny, generous and good at helping people!"

Mason feels especially proud that his teachers can see the difference in him. "My teachers have noticed how I've changed, they say that I can succeed at things. Their encouragement makes me feel good!"

"Yes, it's been a real privilege to coach Mason," says Beth. "My highlight was when one of his former teachers passed us in the corridor and stopped to tell him that she was so proud of him for the change in his attitude and how he had progressed. His whole face lit up!"

"My biggest achievement is managing my emotions better. Beth has been a star to me! I know what not to do and what is good to do."

Mason has big plans for his future. "I'm a bit nervous about going to secondary school, but I'm excited too. After school, when I'm older, I would like to build houses for those who are poor."

**“My teachers have noticed how I've changed, they say that I can succeed at things. Their encouragement makes me feel good!”**

“

**My biggest achievement is managing my emotions better.**

”

- Mason

### Early Intervention key objectives for 2022:

- Open 20 new Early Intervention centres in partnership with local churches.
- Continue to target the 10% most deprived communities in the UK in order to reach those most in-need who would otherwise be unable to access support.
- Develop new resources in partnership with our Therapeutic Support team to ensure these struggling children are able to be supported as holistically as possible.

# Programme Review

## Education Centres

Our Education Centres exist across the UK to support young people who have been excluded from mainstream school. These young people are often at crisis point and may be experiencing family breakdown or drug and alcohol abuse, be living in care or poverty or be involved in gangs and knife crime. We provide intensive programmes in a safe environment where we can support the wider needs of these 11-16 year-olds, helping them to achieve qualifications, learn strategies to engage with and manage their emotions, gain essential skills to sustain their progress beyond TLG and inspire them with hope for their future.



TLG West London

**188** YOUNG PEOPLE SUPPORTED  
ACROSS THE UK

**84%**  
OF STUDENTS MADE EXPECTED  
OR BETTER-THAN-EXPECTED  
PROGRESS IN ENGLISH AND MATHS



**52**  
YOUNG PEOPLE  
REINTERGRATED INTO  
MAINSTREAM EDUCATION

## THE NEED:

Sadly, the numbers of young people excluded from school in the UK continue to rise, and many are simply written off. This is unacceptable. The impact of COVID-19 on these young people's education, home lives and future life chances is significant and must be addressed swiftly.

- **100,000 'ghost' children** are thought to be existing in the UK – young people who were still missing from education even 3 months after schools had reopened following the COVID-19 lockdowns (*Centre for Social Justice*).
- Shockingly, students on Free School Meals and with Special Educational Needs are **4 and 5 times more likely** (respectively) **to be permanently excluded** than those not (*Department for Education*).
- **446,194 exclusions** were given in the 2018/19 academic year, marking a 7% increase in fixed-term exclusions (*Department for Education*).



# Marcel's story

## Marcel's transition from primary to secondary school did not go smoothly.

"He struggled when he started secondary school," says Linda, one of Marcel's teachers at TLG. He experienced several fixed-term exclusions for persistent disruption, which resulted in Marcel being placed into a Pupil Referral Unit. "However, the staff at the unit said his behaviour levels were so low that he needed specialist help and support. They sent him home."

"At first, the move to secondary school was exciting! I got to go with my best friend. But I found it hard to focus and I was distracted," Marcel reminisces. "I would get sent out or put in isolation but I found the lessons difficult and I struggled to understand. Then I got kicked out of school for a long time."

Linda continues, "The Pupil Referral Unit decided they would teach Marcel online while they decided the best place for him to be. Due to the pandemic, Marcel ended up spending 18 months online at home, without interaction with his peers."

"When I was at home I was bored and upset," says Marcel. "I was stuck in the same 4 walls for 18 months. All day in that room... waking up, working by myself, then going to sleep again, it was very sad."

Eventually, Marcel was diagnosed with ADHD. During this period, there were several traumatic incidents that caused further turmoil for Marcel. This was during the height of the pandemic, which inadvertently affected his mental and emotional health too.

After a year and a half working online at home, Marcel was referred to a TLG Education Centre.

"I was so excited to come to TLG!" says Marcel. "It's fun being around children my age because I didn't get that for a very long time. I feel happier and I can socialise. I feel safer at TLG."



Liam with his teacher Dmitri

Marcel continues, "We get support in the lessons and it's much easier to understand. The environment helps me, there are less of us and we are all well attended to. I can stay more focused."

"He settled in really well," says Linda enthusiastically. "He's been learning how to get on well with other young people and he's been a joy to be around. He loves English and drama – he loves to perform! We've seen him come on leaps and bounds."

"I think TLG has given Marcel, and his mum, hope. When I first spoke with his mum about TLG she was very enthusiastic about him coming. She really does appreciate the support that we've given Marcel in his education."

Marcel beams, "TLG is an environment which is really supportive. I know which areas I'm good at and where I can improve. TLG motivates you and helps you change your life for the better." He continues, "My plans for the future – there are a lot! I'm interested in being a music teacher."

"Thank you, TLG!"

## Education Centre key objectives for 2022:

- Open two new Education Centres in England.
- Establish local church partnerships in areas of greatest need with a view to opening a further two Education Centres ready to launch in 2023.
- Continue to speak up for the excluded young people we work with to advocate for long-term change in the way in which exclusions are given and their impact on each young person's life.

“  
I know which areas  
I'm good at and  
where I can improve.  
TLG motivates  
you and helps you  
change your life for  
the better.”

”

- Marcel

# Programme Review

## Make Lunch

Make Lunch supports disadvantaged children and families who face food insecurity, poverty and social isolation, and are at particular risk of malnutrition when free school meals stop during the school holidays. Make Lunch clubs open during the holidays to provide free, healthy, hot food for low-income families alongside fun activities, building strong relationships and a sense of community to provide a gateway to other local support services.

## THE NEED:

With a rise in cost-of-living and the ongoing effects of COVID-19, the current situation for children and families struggling with food insecurity is dire. The demand at food banks is unprecedented, and lives are being permanently affected for the worse. The latest statistics show that:

- There were **4.3 million children living in poverty** in the UK in 2019/20. That's 31% of children, or **nine in a classroom of 30** (*Department for Work and Pensions*).
- From August 2020 to January 2021, **41% of households** with children registered for Free School Meals reported **food insecurity** (*The Food Foundation*).
- In December 2021, **over 90%** of independent food banks reported an increase or **a significant increase in need for emergency food parcels** in the last six weeks; the main reasons given were the cut to Universal Credit, the rising cost of food and energy and the end of the COVID-19 furlough scheme (*Independent Food Aid Network*).

7,314

CHILDREN SUPPORTED\*

4,134

PARENTS/CARERS SUPPORTED\*

177,081

EQUIVALENT MEALS PROVIDED TO CHILDREN\*

114,530

EQUIVALENT MEALS PROVIDED TO PARENTS/CARERS\*

*\*Contributed to through Make Lunch (all clubs, both in-person and delivered through Box of Hope)*

69

NEW MAKE LUNCH VOLUNTEERS TRAINED

95

ACTIVE TLG MAKE LUNCH CLUBS ACROSS THE UK



TLG Make Lunch in Newcastle

## Boxes of Hope

TLG's Boxes of Hope initiative was originally created as a response to COVID-19, but now continues seasonally each winter as part of the wider Make Lunch programme. These emergency care packages contain food provisions to feed a family for up to three days, essential household items such as soap and toiletries, vital wellbeing resources, fun activities for the children and links to other support available locally. In 2021, as the restrictions of COVID-19 continued, many Make Lunch clubs chose to run Boxes of Hope as a replacement for their normal, in-person club sessions, while other churches joined with TLG solely to run Boxes of Hope.

14,035



TLG BOXES OF HOPE DELIVERED

36

CHURCHES BRAND NEW TO TLG

170

TOTAL PARTNER BOH CHURCHES

1,074,781

MEALS CONTRIBUTED TO SINCE THE BEGINNING OF THE COVID-19 PANDEMIC



Michelle receiving Box of Hope food provision

## Alecia's story

After giving birth to her beautiful baby girl, Deannah, things took a difficult turn for Alecia's mental health. Struggling financially, Alecia and her husband Deon had a lot of mouths to feed. They were carrying a lot of stress and needed extra support. When their local church, The Church of Pentecost in Wolverhampton, became one of 151 churches partnered with TLG to run Box of Hope, everything changed.

"When the pandemic came, my eldest daughter was home from university, so we had three children at home to feed," says Alecia. "It really affected me, it was hard to provide for the family. During that time, I had postpartum psychosis which is a mental health condition, so having to think about extra things like finding food was really difficult."

Receiving regular support through TLG Box of Hope made a huge difference to Alecia and Deon's family. "It was a big help both emotionally and practically. Not having to worry about finding food took that bit of stress from me and the support also helped me in recovering from my mental health condition."

"The food was great," says Deshaun, aged 12. "One box had Jamaican Water Crackers which I enjoyed a lot. I could see that it helped my mum out too, it had been tough seeing her struggle so much. There was Caribbean food in the parcels which made it very personal because it was stuff we would normally eat."

"It made me happy and put a smile on my face. It was inclusive," Alecia says.

Heather, The Church of Pentecost's TLG Box of Hope coordinator, said: "We could see the need within our community where many families were struggling during the pandemic. We felt very humbled to see so many families helped. We could see the impact it had within the neighbourhood with local businesses

getting involved, as well as the impact on our church community!"

The church enlisted the help of a local supermarket that provided authentic Caribbean food for the boxes. With the demand continuing to grow and grow, the church even used its allotment to grow food to put in the boxes, including: apples, rhubarb, plums, strawberries, blackberries, raspberries and blackcurrants – ensuring families received delicious and healthy food to eat alongside the emotional support Box of Hope provided.

"I know there are people at the local church who will support me and my family when we need it. If it wasn't for TLG, we would have struggled much more."

**"I could see that it helped my mum out too, it had been tough seeing her struggle so much. There was Caribbean food in the parcels which made it very personal because it was stuff we would normally eat."**

66

**If it wasn't for TLG, we would have struggled much more.**

99

- Alecia

### Make Lunch key objectives for 2022:

- Open 15 new Make Lunch clubs in partnership with local churches.
- Continue to target the 10% most deprived communities in the UK in order to reach those most in-need who would otherwise be unable to access support.
- Run a further wave of Boxes of Hope in Winter 2022 to enable as many children and families as possible to access support.

Frankie  
who received one-to-one  
Early Intervention coaching

# Strategic Review – Organisational Initiatives

## Organisational Initiatives

### Therapeutic Support

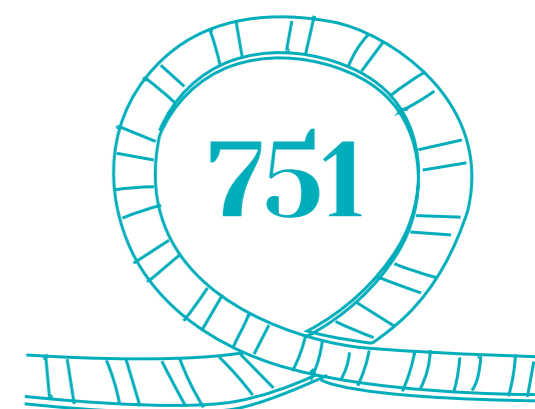
Therapeutic Support provides trauma-informed support to children and young people who have experienced adverse childhood experiences (ACEs) or who are struggling with their emotional and/or mental health. By providing training and guidance to TLG staff, partners and volunteers, TLG's Therapeutic Support initiative underpins all our work, ensuring that children and young people can be supported to manage emotions they find overwhelming and overcome the barriers of trauma and stress preventing them from thriving.

#### THE NEED:

It is the sad reality that COVID-19 had a devastating effect on the mental and emotional wellbeing of children and young people, exacerbating the huge need that already existed before the pandemic began. As we emerge from the shadow of such a challenging time, it is more important than ever before that struggling children and young people are supported in a way that enables them to thrive despite the challenging situations they face.

The latest statistics show that:

- **75% of young people** said they found the Winter 2020/21 lockdown harder to cope with than previous ones, while **67%** believed that the pandemic will have **a long-term negative effect on their mental health** (*Young Minds*).
- **340,694 children** were in contact with Children and Young People's Mental Health Services at the end of June 2021, **up 25%** on the same month in 2020 and **51% on 2019** (*The Royal College of Psychiatrists*).
- There is a huge backlog of children needing urgent mental and emotional support – **in 2019/20, 538,564 children were referred to NHS mental health services, an increase of 35% on 2018/19**. However, during the same period only 391,940 children received treatment (*Children's Commissioner*).



PEOPLE TRAINED ON EMOTIONAL  
FIRST AID & THE EMOTIONAL  
ROLLERCOASTER WEBINARS

409

UNIQUE CHURCHES  
REPRESENTED



# Ellis and Sophie's story

**After tragedy struck, Emma and her two children, Sophie (11) and Ellis (10) found care from TLG Early Intervention partner, Christchurch Clevedon, of immeasurable value.**

Emma's husband Kev was a military man. Unfortunately, Kev's health quickly declined out of nowhere and he became blind, had a stroke, couldn't talk and was paralysed. "Life involved a lot of heartache because my husband had been very ill for a long time," says Emma.

"Bringing two children up while trying to care for someone so ill was tough. The children needed help which I just wasn't able to give. I wanted to do right by my kids but my husband needed me all the time."

"School was a real struggle because both kids had a trauma diagnosis," Emma continues. "They couldn't concentrate, they lacked focus, their brains weren't in a space to be able to learn so they were falling behind. So when the kids' school said that TLG could help us, it felt like it was the answer to what we desperately needed. TLG became an extension of me."

"Tragically, not long after we began being supported by TLG, Kev died."

"I felt angry at school," sighs Sophie. "I really struggled with my friendships and my confidence." Ellis was unable to manage his emotions which led to him getting into trouble at school. But things changed when they both began coaching with TLG Early Intervention coaches, Gerry and Helen.

"The days that Gerry came made school feel much happier. It really helped my behaviour because I had something to look forward to and I would get sent out less." – Ellis

"It relieved stress. Before TLG, I didn't really have many friends so I would sit and watch everyone else play. I'd just be by myself and think about things. Helen was someone who was always there for me. She was like a best friend." – Sophie

Emma nods. "The kids were really happy to see their coaches. It was something special for the children because it was their time to be listened to. They needed that space to express themselves."

Coaching made a huge difference to Sophie. "One of my treasures is the last present I got from my dad," she says. "He took me to Build-a-Bear and I chose a teddy. He recorded himself saying 'I love you Sophie' so I can press the bear's paw and hear him again. I took my bear in to show Helen. We talked about my dad in my coaching sessions which was really helpful. I used to be behind at school but now I've caught up," Sophie grins. "Helen says I'm thriving now and that's how I feel."

"The kids changed, they calmed down," continues Emma. Ellis says: "I used to feel all alone. I would crawl up in a little ball under my bed and just hide. It was a huge relief when Gerry came along."

**“Helen (my TLG Early Intervention coach) says I'm thriving now and that's how I feel.”**

– Sophie, 11



**Sophie, Emma and Ellis**  
*who found hope through TLG Early Intervention*

Things weren't so hard for me anymore and I'm more open to being myself now. I don't get so angry now and Gerry's helped me to see that I can be myself and take myself away from situations when I need to."

During lockdown, the same church responded to the crisis by supporting the family through TLG Box of Hope – delivering emergency food and wellbeing parcels. "That doorstep chat and feeling of community was so key,"

says Emma. "The burden of managing a tight budget with two children was a struggle, but when that parcel would arrive I'd find what I'd been needing – and a friendly face to speak to knowing that we weren't, and still aren't, alone."



## Therapeutic Support key objectives for 2022:

- Launch a new resource based around the PACE approach, including interactive elements and associated webinar training.
- Continue to run free Emotional First Aid and Emotional Rollercoaster online training for anyone working with vulnerable children, young people and families.
- Develop our internal therapeutic offerings for both staff and young people within our Education Centres.

# Advocacy

Children across the UK are facing some of the toughest starts in life: school exclusion, poverty, poor emotional and mental health, inequality and more.

As well as offering practical support to those struggling most in communities throughout this country, TLG are determined to bring about lasting change on a national level. Using TLG’s extensive knowledge and frontline experience dating back over 20 years, our small Policy and Advocacy Team work to raise awareness, build relationships and work with other organisations to bring forward practical policy recommendations to government level.

In 2021, the needs of struggling children, young people and families increased dramatically, especially due to the ongoing effects of COVID-19, the cut to Universal Credit and the general rise in cost-of-living. The need for voices to be raised in support of long-term change in legislation relating to exclusion, poverty and children’s mental health has never been greater.

Highlights from TLG’s Policy and Advocacy work in 2021 included:

- TLG’s release of its first policy paper ‘The Hidden Crisis’, with a warm reception from organisations across the sector. The paper is written on impact of COVID-19 on children’s emotional health, the link to exclusions and how a trauma-responsive approach can help reduce the long-term effects.
- TLG’s involvement in campaigns including for Free School Meal holiday provision, the extension of the £20 Universal Credit uplift and other measures to help tackle the cost-of-living crisis.
- TLG’s submission to a number of calls for evidence, including the Education Select Committee’s call for evidence on the impact of COVID-19 on children and the Commission on Race and Ethnic Disparities call for evidence into ethnic disparities and inequality in the UK. TLG also regularly contributed to a number of external projects with other organisations, including with the Centre for Social Justice and YoungMinds.
- TLG’s representation at a number of All Party Parliamentary Group (APPG) meetings including the APPG on Poverty and APPG on School Food. TLG has also spoken at the APPG for School Exclusions and Alternative Provision in relation to their enquiry into the quality of Alternative Provision – as well as submitting written evidence.
- Tim Morfin (Founder and CEO) is part of the Alternative Provision Stakeholder Group at the Department for Education – which gives TLG an opportunity to input directly into policy around Alternative Provision.
- TLG will release a briefing paper on the risks of vulnerable children being educated in unregistered Alternative Provision schools in May 2022.



# Advisory Council

TLG’s Advisory Council is made up of over 40 influential leaders from the fields TLG operates in: children’s work, education, the charity sector, church leadership and business.

Our members (listed below) represent a huge range of diverse backgrounds and specialities, and are perfectly placed to offer guidance and lend their voices to the vast needs of struggling children, young people and families throughout the UK. Each one shares in TLG’s commitment to serve the most vulnerable and disadvantaged, and offers valuable strategic insight as we work towards our vision to be reaching 10,000 children a year by 2025.

In 2021, TLG’s Advisory Council met twice, in April and November. Aside from the opportunities to network and share stories of lives transformed by TLG, a variety of topics were covered. Updates were shared regarding TLG’s COVID-19 response initiatives, the slow return to normal for Early Intervention coaching and the new Education Centre model (see page xx). The impact of the pandemic on fundraising and recruitment was highlighted, and the implications were discussed, with members offering invaluable input, encouragement and guidance.

The Council’s insights were also sought regarding issues of particular significance, including how TLG Education Centres can strategically respond to disadvantage in specific areas of the UK, and which types of disadvantages could be taken into greater consideration. They also offered advice around various new resources in development for use through our programmes as well as internally.

We are so grateful to each and every one of these fantastic volunteers for their support, time and counsel:

Amie Buhari - <i>The Hebe Foundation</i>	James Entwisle - <i>Hymans Robertson</i>	Rob Anderson - <i>Edengene Limited</i>
Andrew Fordyce - <i>Pedmore Trust</i>	Jenny Peters - <i>St Mary’s, London</i>	Rob Wickham - <i>CofE (London Diocese)</i>
Alan Charter - <i>Global Children’s Forum</i>	Lindsay Melluish - <i>St Paul’s, Ealing</i>	Sam Donoghue - <i>CofE (London Diocese)</i>
Bajo Akisanya - <i>Jesus House</i>	Louise Bomber - <i>Touchbase</i>	Sam Ward - <i>The Message Trust</i>
Bekah Legg - <i>Restored</i>	Marcel Simpson - <i>New Testament Church of God</i>	Shola Oladipo - <i>Food for Purpose</i>
Danielle Babatunde - <i>Transcend Movement</i>	Mark Massey - <i>Frinton Free Church</i>	Simon Barrington - <i>Forge Leadership</i>
Dayalan Mahesan - <i>Evangelical Alliance</i>	Mark Melluish - <i>New Wine &amp; St Paul’s</i>	Simon Benham - <i>Kerith Community Church</i>
Deborah Barnett - <i>TLG</i>	Martin Warner - <i>Cinnamon UK</i>	Simon Downham - <i>St. Paul’s Hammersmith</i>
Duncan Layzell - <i>Soul Survivor</i>	Mary Hawes - <i>Church of England</i>	Steve Clifford - <i>HOPE</i>
Efrem Buckle - <i>Ecclesia Church</i>	Natalie Williams - <i>Jubilee+</i>	Steve Whittington - <i>Jubilee Church, Hull</i>
Elaine Storkey - <i>Author &amp; Theologian</i>	Natasha Beckles - <i>Primary Education, St. Luke’s Kentish Town</i>	Tayo Arikawe - <i>Langham Partnership</i>
Gavin Calver - <i>Evangelical Alliance</i>	Philip Watts - <i>Formerly Shell &amp; CofE</i>	Tim Pilkington - <i>Good Faith Partnership</i>
Gareth Davies - <i>Bible Society</i>	Rachel Gardner - <i>Youthscape</i>	
Graham Miller - <i>London City Mission</i>	Rachel Warwick - <i>Scripture Union</i>	

## Collaborative Leadership

### Statistics show that:

- Black Caribbean children are **2 times more likely** to be permanently excluded than white children (*Department for Education*).
- Children with 'Social, Emotional and Mental Health' as their primary SEND are over **4 times more likely** to receive a permanent exclusion than pupils who have another type of primary SEND (*Department for Education*).
- Pupils going to school in the 10% most deprived areas in England are **over 2 times more likely** to receive a fixed period exclusion than those going to school in the 10% least deprived areas (*Department for Education*).

### In 2021, highlights of this project included:

- Recruiting a Head of Inclusion to ensure that all TLG programmes reflect the needs of the children, young people and families we serve, and actively work to help children overcome barriers of racial discrimination, poverty and Special Educational Needs;
- Ongoing broadening of our recruitment to increase the number of diverse candidates expressing interest in taking up roles with TLG;
- Continuing training and learning opportunities for all staff, including regular film and documentary-based discussions led by the CEO;
- Developing the work of our Racial Inclusion and Diversity in Education (RIDE) group to upskill Education Centre staff in addressing issues of racial justice and help all Education Centres be more inclusive and develop a more extensive black history curriculum; and
- Introducing regular event days in Education Centres, with students celebrating their own cultural diversity, cooking different dishes and engaging with national initiatives like Black History Month.

Working to improve inclusivity and diversity in all areas of the organisation continues to be at the forefront of TLG's agenda.

Many of the children, young people and families we work with face issues of prejudice relating to racial discrimination, Special Educational Needs and deprivation daily, and are at even more of a disadvantage compared to their peers. As we strive to serve each child to the best of our ability, we recognise the importance of engaging with this range of issues. TLG has a 'Collaborative Leadership' project team which is made up of leaders from within TLG who work together to encourage greater cross-cultural participation and develop strategies for greater inclusion within TLG and through our programmes for the children we help.

## Collaborative Leadership key objectives for 2022:

- Progress inclusion at a programme level to ensure TLG can reach and support more of those most in need in the best way possible.
- Increase training for all staff, including launching 'Collaborative Leadership for Managers' and 'Racial Trauma Training' throughout TLG.
- Provide 'Racial Literacy Training' for all Education Centre staff.

## Yasmin and Ayla's story

Like many young mums, Yasmin was excited at the prospect of getting stuck back into work in early 2020.

Yasmin had just finished her contract as a care worker in February, but then COVID-19 hit. Suddenly, her opportunities for employment rapidly reduced overnight.

Supporting her three-year-old daughter Ayla whilst unemployed and living solely on benefits quickly became a huge challenge.

"Having to pay rent, bills and buy healthy food was nearly impossible. I was going through all of my direct debits and was on my bank app daily, trying to work out that if I didn't pay this bill, could I just about scrape enough money for that one? I found myself having to borrow money from friends each month because I didn't have enough to go around," said Yasmin.

Whilst Ayla qualified for Free School Meals when she was able to go to pre-school, this vital lifeline was not extended into October half-term, placing huge strain on Yasmin. Speaking to The Telegraph about her experience last year, Yasmin said: "I've been on both sides – not being able to feed myself and being able to buy whatever I want. No child should have to go hungry. It's not about managing money; it's about not having enough to manage."

"My mental health very quickly went downhill and Ayla noticed that too," says Yasmin.

Yasmin knew TLG Box of Hope partner church, Elim Connect Centre in Wells, before they began delivering boxes, so it was such an encouragement to see familiar faces at the doorstep each week too.



**Yasmin and Ayla**  
*"No child should have to go hungry. It's not about managing money; it's about not having enough to manage."*

The Boxes of Hope were a real God-send for Yasmin and Ayla. "When you're living on a budget with Universal Credit, it's so much cheaper to buy frozen food, like pizzas. The boxes enabled us to eat healthy food, which we were so grateful for."

Re-energised with the support she's received, and having secured a new job in February 2021, Yasmin feels much more positive about the next six months. "I'm excited to do all the things we weren't able to do last year. Ayla starts school in September, so we're hoping to move into our forever home before then. COVID-19 has made me more determined than ever to get things back on track."

## Corporate Giving

2021 was an exciting year for our Corporate Partnership strategic development, with the official launch of our Future Builders initiative!

Future Builders is designed so that companies and small businesses can flexibly and sustainably partner with us for the long-term, allowing them to develop their Corporate Social Responsibility in line with our shared passion for supporting children, young people and families across the UK who are struggling with their education, wellbeing and food security. Specifically, Future Builders enables companies of any size to partner with us in:

- engaging their staff and clients,
- making a huge impact for struggling children,
- contributing in a sustainable way,
- being part of a business community who are making a difference.

Overall, we've seen corporates of all sizes and services partnering with us in 2021 and it is such an encouragement to be developing new partnerships and deepening existing ones, especially in a time of national crisis, in order to support those children and families most in need. We are so grateful to each and every one of them for their generous support and encouragement, and look forward to another year of working together to see many more lives transformed for good in 2022.

**“We are proud to be Future Builders for TLG. We love what TLG stands for – supporting those in our society in need. TLG are a very uplifting charity both for us as a company and the children and families they work with. We know we are making a difference by partnering with TLG.”**

### CLIENTS

**We are so grateful for each of our generous Corporate Partners and Corporate Future Builders:**

Access Insurance  
CE Change  
Cliency  
Findev Consulting  
Greater Love  
Meals&More  
Osbourne Clarke  
Reading4Life  
teamBEart  
The Fallen Tree  
The Hymans Robertson Foundation  
Threads of Life  
Whitehouse Support Ltd.  
Wider Plan

**“The Future Builder programme resonated with us because of its investment in people – to help children, disadvantaged or struggling in some way, get a good start in life and create a positive future ahead of them. We love TLG's continued commitment to supporting young people and changing lives in a sustainable way.”**

ACCESS INSURANCE

## Crescer com Amigos Portugal

TLG Crescer Com Amigos Portugal is a financially independent Voluntary Association in Portugal who brought the support of TLG's Early Intervention programme to 50 struggling children in and around Lisbon in 2021.

Early Intervention was piloted in the UK in 2010 and we immediately saw the difference volunteer coaches could make by regularly supporting children before their problems became worse and caused exclusion. Aware of the same needs being faced by children outside the UK, TLG has always been open to the possibility of sharing what's working in this nation. In 2012 we were able to host Alfredo Abreu, Executive Director of 'Serve the City', a not-for-profit Association based in Portugal.

As is always the case in any new venture, finding the right leaders to pioneer the project is crucial. Alfredo's visit was closely followed by a trip to the UK by Joana Gama, a nursery school teacher with a big heart for struggling children. Our conversations with Alfredo and Joana led to the launch of a pilot programme of Early Intervention in Lisbon in September 2014. Highlighting the focus on supportive relationships between coach and child, we chose to name the programme 'Crescer Com Amigos' (Growing With Friends). We were really interested to see the extent to which volunteers would be willing to give their time and be trained to provide support, and we were especially keen to see how this offer would be received by local schools.

What has followed has been truly remarkable! Joana was joined by her friend Sarah Moura in running the programme, and together these two inspiring leaders have pioneered this venture. Volunteers have come forward, schools have seen the need and funding has been provided by Portuguese Hope Givers – generous people giving small monthly amounts to enable children to be helped. After an initial pilot phase, Crescer Com Amigos has become an independent not-for-profit Association partnering with local church communities who provide volunteers who are then hosted in schools. We've had the immense privilege of supporting a number of children struggling in school to express their emotions and talk through their difficulties. We've seen children facing bereavement, illness, poverty and change at home who are now able to settle, learn and re-engage with school.

TLG in the UK have provided training, shared resources and the support systems to enable volunteers to be with children each week. Crescer Com Amigos has a big vision for struggling children all across Portugal, and under the leadership of Marisa Bossa (Executive Director), the small team – still including original pioneers Joana and Sarah – is pressing ahead to make new connections with churches, schools, volunteers and donors. With the impact of COVID-19 on children's mental and emotional health, this programme is more vital than ever for those struggling in Portugal.

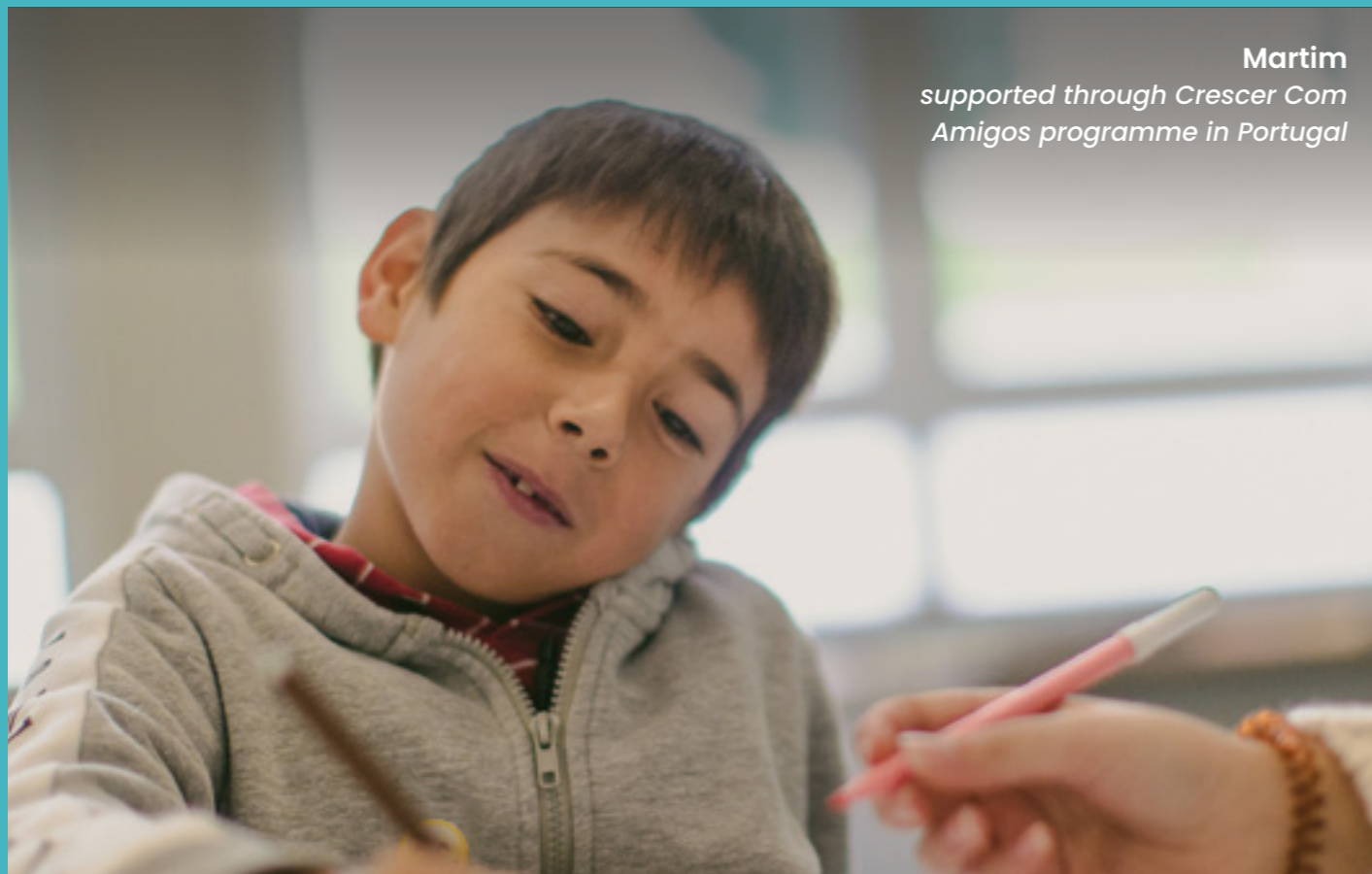
Find out more at [www.tlgcca.pt](http://www.tlgcca.pt)



**14**  
CRESCER COM AMIGOS  
CENTRES

**49**  
VOLUNTEER COACHES

**50**  
STRUGGLING CHILDREN  
RECEIVING COACHING



**Martim**  
*supported through Crescer Com  
Amigos programme in Portugal*

## Martim's story

When Martim started being supported by Crescer Com Amigos (CCA), he had difficulties with his reading and writing, but his biggest difficulty was in controlling his behaviour. When playing with his classmates he often had arguments, and in the classroom he had a hard time paying attention. Through a relationship built on trust and friendship, his coach Beatriz began to help him manage his behaviour, emotions and, most importantly, control his anger.

After 2 years of coaching, this intervention has, according to his grandfather, "changed Martim's life". He has been much calmer, more peaceful and more joyful! He has learned that when he is good to others, others are good to him. This amazing transformation is down to the affection, understanding and

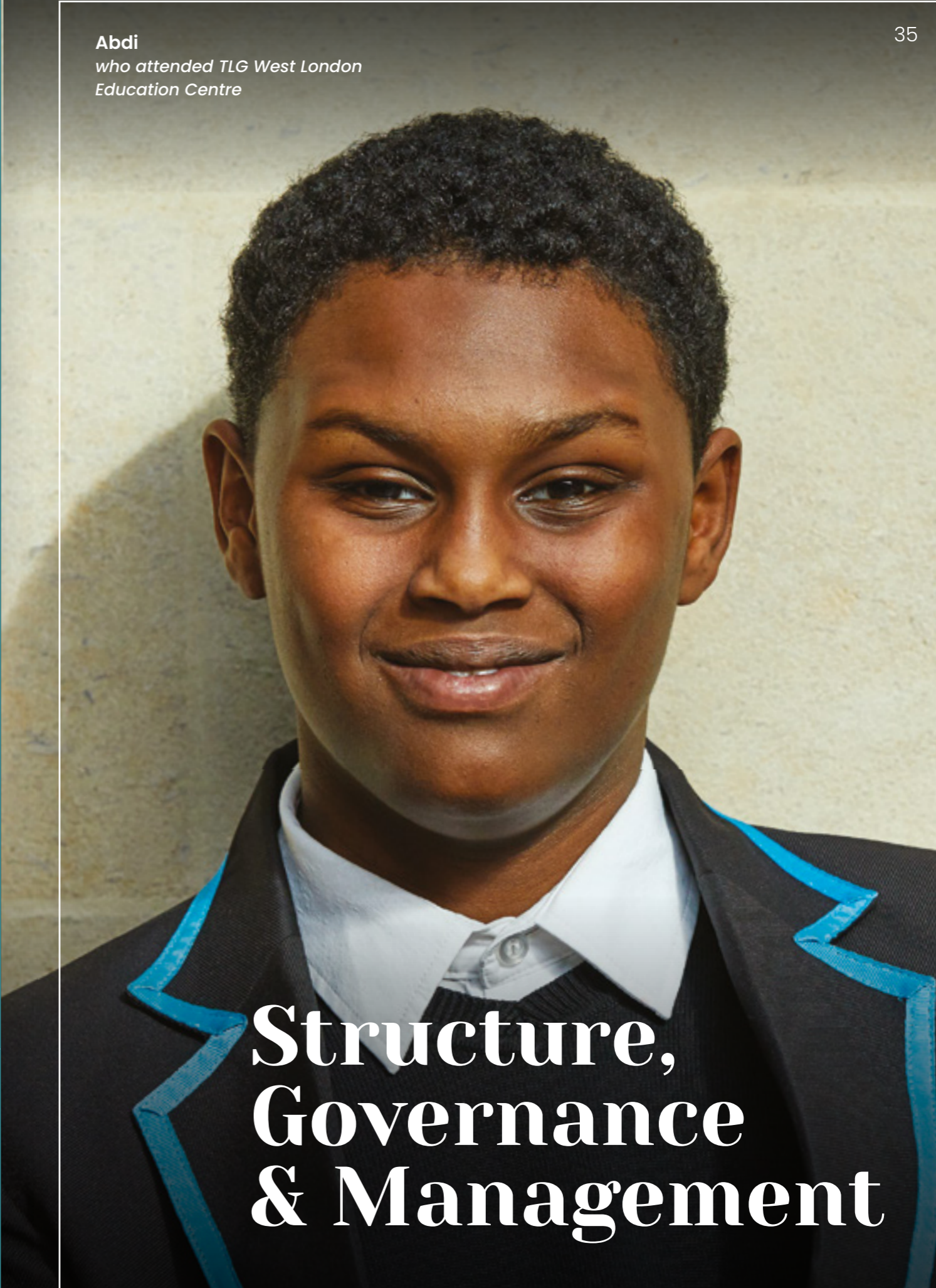
persistence of Beatriz, along with the resources provided by CCA.

"I believe that Martim learned from me, but I also learned a lot from him and we always said that we were a team. We hope to always be friends and continue to grow with each other!" – Beatriz, Coach.

"This project was one of the best things they did at school for my grandson!" – Manuel, Martim's grandfather.

**“This project was one of the best things they did at school for my grandson!”**

**Abdi**  
*who attended TLG West London  
Education Centre*



# Structure, Governance & Management

# Structure, Governance & Management

**Charity name:** Transforming Lives for Good (TLG) Ltd

**Charity number:** 1074114 (England and Wales); SC050810 (Scotland)

**Company registration number:** 3690871

**Business address and registered office:**

TLG National Support Centre, Hope Park City Gateway, Bradford, BD5 8HH

**Legal Form:** Company limited by guarantee without a share capital

**Trustees:**

Andrew Burton (Chair)  
Simon Barrington (Vice Chair)  
Sheron Kantor  
John Kirkby  
Bethany Whitehouse  
Victoria Fafalios  
Simon Benham  
Michael Royal (Until February 2021)  
Shola Oladipo (From January 2022)

**Secretary:** Grace Cousins

**Senior Leadership Team:**

Tim Morfin (Chief Executive)  
Sian Wrangles (Director of National Development)  
Chris Blackham (Director of Strategy and Programmes)  
Paul Chenery (Director of Innovation and Implementation)  
Emily Alty (Director of People and Culture)  
Scott Halligan (Director of Education)  
Jen Edwards (Executive Director of Education)  
Deborah Proctor (Director of Finance to October 2021)  
Joy Oliveros (Director of Finance from May 2022)

**Auditors:**

BHP LLP, 1st Floor Mayesbrook House, Redvers Close, Lawnswood Business Park, LS16 6QY

**Solicitors:**

LCF Law, One St. James Business Park, Bradford, BD1 5LL

**Bankers:**

Virgin Money, 14 Broadway, Bradford, BD1 1EZ

**Surveyors:**

Hayfield Robinson, Property Consultants (RCIS), Temple Chambers, Keighley, BD21 2JT

## Governing Document

Transforming Lives for Good (TLG) Ltd is a registered charity in England, Wales and Scotland. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

Transforming Lives for Good is a charitable company limited by guarantee without a share capital in England and Wales and was incorporated in December 1998 as the Lighthouse Outreach, changing its name in June 2005 to The Lighthouse Group UK Limited, to TLG The Education Charity on 4th May 2012 and finally to Transforming Lives for Good (TLG) Ltd. on 11th May 2018.

## Organisational Structure

TLG has a voluntary Trustee Board currently made up of 7 members who are responsible for the strategic direction and policy of the Charity. The TLG Senior Leadership Team is made up of the CEO and 7 Directors who each manage one part of the charity's operations. The Trustees meet with the Senior Leadership Team each quarter to ensure TLG's short- and long-term objectives are being met in accordance with the strategic plan, which is supported by a report encompassing progress against Key Performance Indicators.

Managers are appointed for each team, including each Education Centre, to oversee day-to-day activity, line-manage staff and ensure excellent delivery to all beneficiaries. Reporting to the Directors, managers are essential in enabling TLG's programmes to run efficiently and effectively.

The Volunteer Programmes team includes 11 Regional Leaders, who take responsibility for the management of all Early Intervention and Make Lunch volunteers from within their region. This includes termly one-to-ones with Coordinators, regular forums and annual reviews with each church partner and their linked school(s).

TLG recently implemented a new model for Education Centres. This change involved TLG taking over all financial responsibility for the costs of running all current and future Education Centres, including staff salaries, while also increasing our oversight of both academic and pastoral curricula to ensure consistency in quality. All Education Centre staff are managed by members of the Education Centre Development team and the Director of Education holds overall responsibility for the programme.

## Volunteers

Volunteers are at the heart of TLG and its partnerships with local churches across the UK. These dedicated individuals are invaluable, regularly supporting struggling children and families through Early Intervention or Make Lunch, fundraising for TLG, speaking at church services and offering prayerful and financial support.

## Our Fundraising Activities

TLG strives to maintain the highest standard of supporter care, ensuring that each of our donors is treated fairly and with respect. We voluntarily subscribe to the Fundraising Regulator and had no major complaints during 2021. Our fundraising activities are carried out by centrally-employed staff and we monitor and control all fundraising communications to ensure that our supporters have a great experience and can choose to be removed from phone, email or mail lists at any time in line with GDPR regulations. Major

donors, grant-funders and corporate partners are assigned designated contacts within TLG to ensure appropriate levels of communication throughout the funding relationship. All funds raised are allocated according to relevant restrictions.

Measuring our achievements and performance

Throughout the Trustees report, we have highlighted the amazing impact on the lives of children and families across our different projects at TLG that are impacting people’s lives on a personal, emotional, behavioural, educational and spiritual level.

As a charity, we have a range of KPIs and impact measurements that measure performance against our mission, strategic objectives and programme aims to ensure we are fulfilling our purpose and achieving the change we seek. Our specific measures help staff and Trustees focus on results and work to achieve their vision.

We collect a variety of data through different forms including:

- TLG Golden Numbers – A dashboard of our top performance measurements i.e. number of children helped, qualifications achieved, destinations, engagement in learning, attendance, improvements in confidence and meals served.
- Departmental and programme Key Performance Indicators (KPIs) – monitoring performance against agreed objectives with a focus on specific outputs, outcomes and impact i.e. number of volunteers trained, financial performance, new partners, number of coaching sessions, regular giving and many more.
- Data, assessments and impact measurement from external agencies such as Ofsted, schools, the DfE, and the University of York evaluation of Early Intervention.

Recruitment and appointment to the Board of Trustees

To fully support and represent the work of TLG, Trustees are sought who bring experience in children’s and youth work, organisational and charity sector leadership, and education. In an effort to reflect a broad mix of skills, backgrounds and cultures, the existing Trustees regularly consider any areas not fully represented on the Board, actively seek out individuals who could provide specific input and approach them to consider joining the Board. Trustees are usually recruited through TLG’s existing contacts who already have some understanding of its work.

Potential Trustees are invited to visit TLG and to discuss the role with the Chair of Trustees and the Chief Executive, utilising a clear role description. They are also invited to attend a Board meeting and meet the other Trustees. If, following this process, they would like to be considered as a Trustee, their appointment will be discussed by the existing Trustees and a decision made as to their suitability.

Most Trustees are already familiar with the practical work of TLG but new Trustees will be invited to spend some time observing the different aspects of the work and meeting department managers and staff. New Trustees will spend some time with the Chief Executive and the Chair of Trustees looking at the role of a Trustee, the governing documents, current financial information, the strategic plan and discussing future plans. New Trustees are also given the opportunity to attend a one-day conference outlining the roles and responsibilities of Trustees.

Risk Management

The Board of Trustees has conducted a review of the major risks to which TLG may be exposed. A risk register has been established and is updated regularly. A strategic plan is in place which is updated annually to ensure action is taken to minimise any risks identified. Please see pages 39–40 for further information.

Principal risks and uncertainties

The Trustees and TLG Senior Leadership team have a risk management strategy that ensures that they actively review the potential risks and uncertainties that may seriously impact the charity. A risk register ensures that all areas of the charity are assessed with suitable policies and procedures put in place to mitigate those risks.

This strategy has identified the following potential risks and how to manage them, as detailed in the following table.

POTENTIAL RISK	RISK MITIGATION & MANAGEMENT
Child Protection and Safeguarding Incidents	<p><b>Volunteer Programmes</b></p> <ul style="list-style-type: none"><li>• Volunteer coaches must be referred by a coordinator (volunteer leader) or church leader who have known them for at least 6 months. References are checked by TLG staff.</li><li>• Volunteers must attend TLG training and complete safeguarding training and DBS check before commencing coaching.</li><li>• Volunteers read and sign the relevant safeguarding policy – the school’s for Early Intervention or the church’s for Make Lunch.</li></ul> <p><b>Education Centres</b></p> <ul style="list-style-type: none"><li>• Staff records ensure 100% compliance before start date to ensure safer recruitment principles otherwise staff cannot start in centres.</li><li>• A Child Protection named lead is in place in every Centre, as well as a national lead.</li><li>• All staff must undertake safeguarding training.</li><li>• Concerns recorded on TLG’s intranet by all staff members, seen by the named lead in that Centre and the national lead.</li><li>• CCTV is installed at every Centre.</li><li>• The following policies are in place:<ol style="list-style-type: none"><li>1. Child Protection policy;</li><li>2. Staff code of conduct;</li><li>3. Whistle Blowing policy; and</li><li>4. Staff acceptable use of IT policy.</li></ol></li></ul> <p><b>Trustees</b></p> <ul style="list-style-type: none"><li>• Safe recruitment forms part of the induction process.</li><li>• All Trustees complete regular safeguarding training.</li></ul>
Compromise of information systems or data loss	<p><b>TLG-wide</b></p> <ul style="list-style-type: none"><li>• A national GDPR lead is in place.</li><li>• Ongoing GDPR regulations are being adhered to and all new contacts added to the internal CRM system have the required consent.</li><li>• All staff must complete annual GDPR training.</li><li>• All electronic storage is password-protected and all data is backed-up through the cloud.</li><li>• Personal staff information is kept securely.</li><li>• Personal information relating to students at Education Centres is kept securely online.</li><li>• Access is regularly reviewed for all staff and IT platforms.</li></ul>

POTENTIAL RISK	RISK MITIGATION & MANAGEMENT
Compromise of information systems or data loss	<p><b>Education Centres</b></p> <ul style="list-style-type: none"><li>• A robust approval/monitoring process is in place for all publicly-available media (website, social media, printed and email).</li><li>• Photo consent records are regularly reviewed and updated.</li><li>• Training is in place for all staff involved in publishing images.</li><li>• Training is included for all volunteers and clear, ongoing communication takes place to all current Volunteer Programmes partners.</li></ul> <p><b>Volunteer Programmes</b></p> <ul style="list-style-type: none"><li>• A robust approval/monitoring process is in place for all publicly-available media (website, social media, printed and email).</li><li>• Photo consent records are regularly reviewed and updated.</li><li>• Training is in place for all staff involved in publishing images.</li></ul>
Reduction in income	<p>Trustees and the Senior Leadership Team regularly review up-to-date financial management information and the reserves policy to ensure that we are able to deliver our programmes and activities in line with the charitable objectives.</p> <p>A strong funding mix is maintained to ensure minimal reliance on any one source of income. There is an emphasis on more sustainable funding sources such as regular monthly giving from individuals and corporations, and income from Hope Park Business Centres.</p>
National pandemic	<p>Financially, we have prudently modelled the impact of a national pandemic such as COVID-19 to ensure we retain sufficient reserves in line with our policy. We have experience in diversifying our income sources and seeking pandemic-specific funding support where appropriate.</p> <p>Practically, all programmes can be adjusted to be delivered in a safe but effective way, either maintaining in-person provision or moving to virtual delivery. Staff are able to work from home due to updates to IT support to facilitate agile/remote working.</p>
Commercial – relating to Hope Park Business Centres	<p><b>Disaster e.g. fire</b></p> <ul style="list-style-type: none"><li>• Business interruption insurance in place to ensure ability to rent suitable office facilities locally and possibility of claiming lost revenue.</li></ul> <p><b>Tenancies</b></p> <ul style="list-style-type: none"><li>• Licences are in place for all tenancies.</li><li>• The size of any one tenancy is limited to minimise the risk of any one company ceasing to trade.</li></ul>
Not demonstrating sufficient impact against the charitable objectives	<p>Extensive systems are in place to ensure accurate capture of all data relevant to the delivery of programmes and activities relating to the charitable objectives. Further work in relation to this priority is being undertaken with particular regard for Education Centres.</p>

Preston

*"Hope for my family makes me happy, thank you!"*



# Financial Review

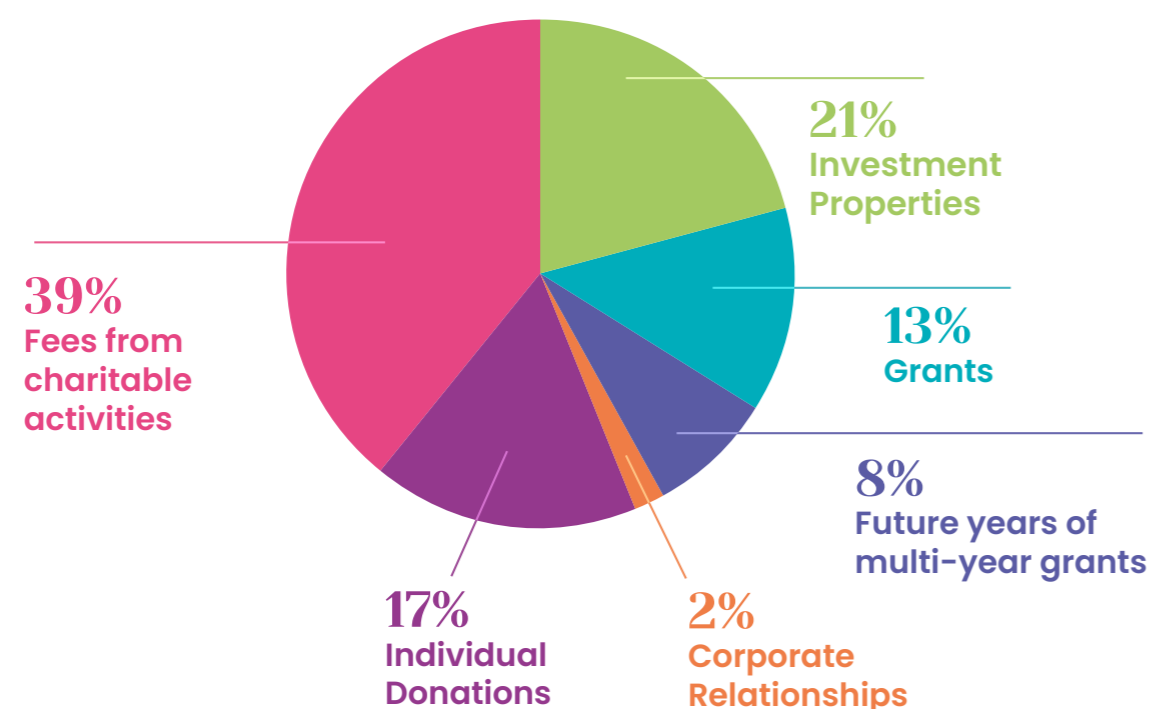
# Financial Review

## for the year ended 31 December 2021

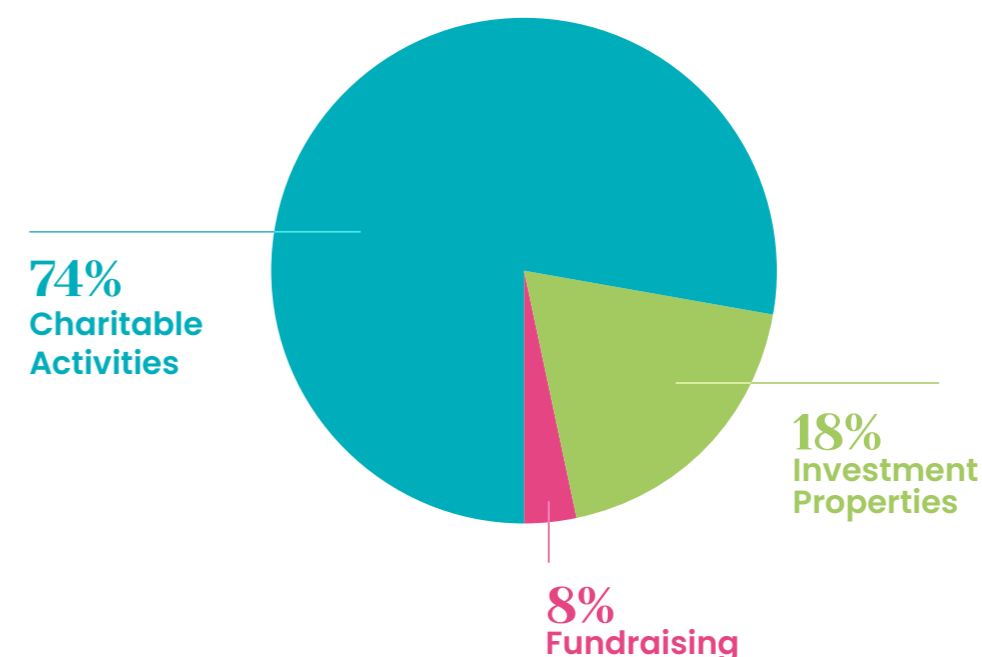
2021 continued to be a challenging year across the charity sector, as COVID-19 presented ongoing difficulties. TLG adapted in a number of ways. Instead of in-person events, we ran online fundraising events and presentations, enabling our supporters to connect with us from the comfort of their own home. We continued to access some funding from trusts and foundations, though many such organisations had less money available after redirecting funds to emergency pandemic responses in 2020. Income from our regular monthly giving scheme from individuals (Hope Givers) and two investment properties was maintained. We launched our brand new regular monthly scheme for companies and small businesses in 2021, called Future Builders, which has already grown to a total of 10 partners (please see page 32 for more information on this new scheme).

We wish to express our thanks to every person or organisation who has donated to TLG in 2021. Without your generosity, our vital work supporting the most vulnerable children, young people and families throughout 2021 would not have been possible.

2021 INCOME SPLIT:



2021 EXPENDITURE SPLIT:



### Overview of annual finances for 2021

TLG finished 2021 with a slight deficit. This change from 2020 is due to lower income as a result of the challenges of fundraising during the 2021, a time when the impact of the pandemic was still ongoing and many donors – both individual and organisational – had expended additional funds in response to COVID-19 in 2020 and were therefore not in a position to give as much in 2021. Income from charitable activities also continued to be impacted by COVID-19, notably the referral fees generated by Education Centres; in 2021 these began to slowly increase back towards pre-pandemic levels. Finally, we were awarded £752,970 from the Department for Education in 2020 as part of the Holiday Activity and Food Programme, which was not replicated in 2021.

The cash deficit was managed by our reserves and increased income generated through our investment properties. In addition, revaluation of our investment properties has increased, therefore showing higher reserves on the balance sheet compared to 2020. (See pages 55 and 76 of the accounts for further detail).

In light of the current landscape following the pandemic, and incorporating the increasing cost-of-living, we have produced a balanced budget for 2022 and are confident given performance to-date that fundraising targets will be met in 2022.

## Reserves policy

TLG's cash reserves policy is to hold the equivalent of three times monthly salary costs.

As a result of changes to the Education Centre programme model made during 2021, all Education Centre staff are now directly employed by TLG enabling our community partners (some of whom previously employed Education Centre staff themselves) to be released from the burden of staff management to focus on providing wider support to the disadvantaged young people we help. In light of these changes, three times monthly salary costs at the end of 2021 was £690,000.

£260,000 remains in the Designated Funds for IT System Development and strategic investments. The designated funds of £16,000 allocated towards Post-COVID improvements and £54,500 allocated towards other strategic investments were spent in full in 2021. Of the total funds, £709,055 is restricted reserves. £2,812,170 is unrestricted reserves, most of which are held in fixed assets. We have taken this decision to hold lower cash reserves as we instead see more value in investing funds into our charitable activities and investment properties.

## Funding need for the future

With cuts to Universal Credit, rising cost-of-living, a widening disadvantage gap and a devastating increase in poverty and mental health needs, the need for TLG's support for struggling children, young people and families is acute. We must expand our provision in 2022 in response, and will be seeking funding through grants, corporate partnerships and individuals to enable this to happen.

While we have a balanced budget for 2022, much of our unrestricted reserves are held in fixed assets which means that we have a great need for funding to ensure we can continue our vital work.

We understand the importance of growing sustainably and therefore will continue to invest in more sustainable forms of income alongside accessing funding through grants, such as our regular monthly giving schemes for individuals and companies, and income from our two investment properties. Additionally, we will continue to keep our overheads low, ensuring that we are maximising our strong existing infrastructure of established management structures and staff teams.

## Funding mix

TLG has a strong 'funding mix' in relation to our income to help ensure that we do not solely rely on one source of funding. It's been inspiring to see the rate of progress with our regular giving income from both individuals through the Hope Giver scheme and companies through the Future Builder scheme. Our investment in this area is helping to create a step change for TLG by delivering above expectations and we continue to see a significant increase year on year.

A key priority for the charity is to continue to invest in our regular giving strategy from individuals and churches. Growing the number of regular financial givers that we have whilst also maintaining our strong record of accessing Trusts, Foundations and Corporate Partners are ensuring we provide a sustainable

source of income. The two buildings which we run as business centres also yield consistent income from tenants which goes directly towards TLG.

## Investment properties

TLG owns 2 properties: Hope Park City Gateway (also known as The Centre of Excellence) is directly owned by TLG, while Hope Park Rooley Lane (also known as Beta House) comes within TLG subsidiary Hope Park Business Centre Limited. Hope Park City Gateway is classed as a mixed-use property – 88.3% of the property is leased office and meeting space which generates income for TLG. The remaining 11.7% is used by TLG as its National Support Centre. Hope Park Rooley Lane is solely used to generate income for TLG. During 2021, a total of £943,620 income (2020: £819,499) was generated by the investment properties. Hope Park Business Centres Limited, the subsidiary of TLG, produced a profit of £72,354 for the year ended 31st December 2021 (2020: £6,163).

Both properties were valued in June 2022 by independent valuer Edison who holds recognised and relevant professional qualifications. Their opinion was that the properties should be increased in value to Hope Park City Gateway at £5.16m and Hope Park Rooley Lane at £1.6m.

It is the intention of the Trustees that the properties continue to be used to generate income to enable the long-term stability of the charity, through subletting premium office and meeting space.

## Pay policy and Senior Staff

The Trustees consider that the Board of Trustees (who are the charity's Directors) and the Senior Leadership Team comprise of the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year 2021. Details of Trustees' expenses and related party transactions are disclosed on pages 72 and 91 of the accounts.

The charity has conducted a full review of its salary structure, including that of its Senior Leadership Team. As well as introducing a full job evaluation system and grading structure, salaries were externally benchmarked against charities of a similar size, location and service. One employee received emoluments of more than £60,000 in 2021 (2020: One)

## Grants made

As TLG responded to the needs of the communities we serve throughout the ongoing effects of the pandemic in 2021, we continued to work closely with our church partners to ensure that struggling children and families could access food, household essentials and wellbeing activities through our Boxes of Hope initiative. As part of the initiative, we continued to offer start-up funding of £200 to churches to be spent strictly only on the creation and distribution of these emergency care packages to support vulnerable families in each church's local community. The grants were made within an agreed strategy which included partner guidelines on fulfilment of TLG's spending restrictions, contents guidelines, safeguarding stipulations and subsequent reporting to monitor impact. Further information can be found on page 67 of the accounts.

## Grants received

FRS102 accounting rules regarding multi-year grants mean that £385,600 of accrued income recognised in 2021 has been pledged to us, but the actual income will only be received in future years. There has also been £384,169 of donation income actually received in 2021 which, in accordance with FRS102 rules, has already been recognised in previous years. This is a marginal difference of £1,431. Therefore, when not allowing for FRS102 rules, the income actually received in 2021 would be £4,582,990 (£4,584,421 less £385,600 plus £384,169).

During 2021 TLG received significant grants from a number of grant-making trusts and foundations. We would like to take this opportunity to express our appreciation to all those who have generously supported the work of TLG, including:



Approved by order of the members of the board of Trustees on 08/09/2022 and signed on their behalf by:

ANDREW BURTON  
CHAIR OF TRUSTEES

# TLG Financial Statements

FOR THE YEAR ENDING 31 DECEMBER 2021

TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)

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TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 DECEMBER 2021

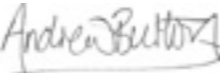
The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Approved by order of the members of the board of Trustees and signed on its behalf by:

  
.....  
A Burton

Date: 08/09/2022

TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TRANSFORMING LIVES FOR GOOD (TLG) LTD

Opinion

We have audited the financial statements of Transforming Lives For Good (TLG) Ltd (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, 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 :

- give a true and fair view of the state of the group's financial statements and of the parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the in the United Kingdom, including the Financial Reporting Council'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 group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TRANSFORMING LIVES FOR GOOD (TLG) LTD (CONTINUED)

Other information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information contained within the trustees' annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and.
- the strategic report and the directors' report have been prepared in accordance with applicable legal 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 Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TRANSFORMING LIVES FOR GOOD (TLG) LTD (CONTINUED)**

**Responsibilities of trustees**

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

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

**Auditors' 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 auditors' 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 .

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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 management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Charities Act 2011;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TRANSFORMING LIVES FOR GOOD (TLG) LTD (CONTINUED)**

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

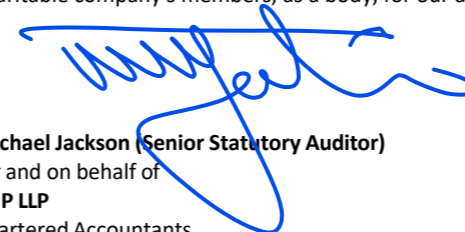
- agreeing financial statement disclosures to underlying supporting documentation;
- reading minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

**Use of our report**

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



**Michael Jackson (Senior Statutory Auditor)**

for and on behalf of

**BHP LLP**

Chartered Accountants

Statutory Auditor

1st Floor Mayesbrook House

Redvers Close

Lawnswood Business Park

LS16 6QY

Date:

13/09/2022

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	4	1,443,190	392,403	1,835,593	3,216,301
Charitable activities	5	1,794,273	-	1,794,273	1,958,436
Investments	6	943,620	-	943,620	819,499
Other income	7	10,935	-	10,935	40,388
<b>Total income</b>		<b>4,192,018</b>	<b>392,403</b>	<b>4,584,421</b>	<b>6,034,624</b>
<b>Expenditure on:</b>					
Raising funds	8	383,160	-	383,160	312,568
Charitable activities	10	3,324,120	402,931	3,727,051	4,124,293
Costs relating to income from property	11	905,991	-	905,991	738,467
<b>Total expenditure</b>		<b>4,613,271</b>	<b>402,931</b>	<b>5,016,202</b>	<b>5,175,328</b>
<b>Net movement in funds before other recognised gains</b>		<b>(421,253)</b>	<b>(10,528)</b>	<b>(431,781)</b>	<b>859,296</b>
<b>Other recognised gains:</b>					
Gains on revaluation of fixed assets		524,316	-	524,316	-
<b>Net movement in funds</b>		<b>103,063</b>	<b>(10,528)</b>	<b>92,535</b>	<b>859,296</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		2,969,107	719,583	3,688,690	2,829,394
Net movement in funds		103,063	(10,528)	92,535	859,296
<b>Total funds carried forward</b>		<b>3,072,170</b>	<b>709,055</b>	<b>3,781,225</b>	<b>3,688,690</b>

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.  
The notes on pages 60 to 94 form part of these financial statements.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 03690871

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	17	84,232	65,730
Tangible assets	18	650,165	588,959
Investment property	19	5,916,500	5,376,585
		<b>6,650,897</b>	<b>6,031,274</b>
<b>Current assets</b>			
Debtors: amounts falling due after more than one year	21	153,300	225,615
Debtors: amounts falling due within one year	21	697,061	867,796
Cash at bank and in hand		795,487	1,419,286
		<b>1,645,848</b>	<b>2,512,697</b>
Creditors: amounts falling due within one year	22	(562,927)	(735,461)
<b>Net current assets</b>		<b>1,082,921</b>	<b>1,777,236</b>
<b>Total assets less current liabilities</b>		<b>7,733,818</b>	<b>7,808,510</b>
Creditors: amounts falling due after more than one year	23	(3,952,593)	(4,119,820)
<b>Net assets excluding pension asset</b>		<b>3,781,225</b>	<b>3,688,690</b>
<b>Total net assets</b>		<b>3,781,225</b>	<b>3,688,690</b>
<b>Charity funds</b>			
Restricted funds	24	709,055	719,583
Unrestricted funds:			
Designated funds	24	260,000	408,000
General funds	24	2,812,170	2,561,107
Total unrestricted funds	24	<b>3,072,170</b>	<b>2,969,107</b>
<b>Total funds</b>		<b>3,781,225</b>	<b>3,688,690</b>

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03690871**

**CONSOLIDATED BALANCE SHEET (CONTINUED)**  
**AS AT 31 DECEMBER 2021**

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



.....  
**A Burton**

Date: 08/09/2022

The notes on pages 60 to 94 form part of these financial statements.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03690871**

**CHARITY BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

		2021 £	2020 £
<b>Fixed assets</b>	<b>Note</b>		
Intangible assets	17	<b>84,232</b>	65,730
Tangible assets	18	<b>614,282</b>	560,241
Investments	20	<b>100</b>	100
Investment property	19	<b>4,416,500</b>	4,240,014
		<b>5,115,114</b>	4,866,085
<b>Current assets</b>			
Debtors: amounts falling due after more than one year	21	<b>447,253</b>	225,615
Debtors: amounts falling due within one year	21	<b>1,637,924</b>	2,172,902
Cash at bank and in hand		<b>758,829</b>	1,304,264
		<b>2,844,006</b>	3,702,781
Creditors: amounts falling due within one year	22	<b>(482,023)</b>	(580,906)
<b>Net current assets</b>		<b>2,361,983</b>	3,121,875
<b>Total assets less current liabilities</b>		<b>7,477,097</b>	7,987,960
Creditors: amounts falling due after more than one year	23	<b>(3,952,593)</b>	(4,119,820)
<b>Net assets excluding pension asset</b>		<b>3,524,504</b>	3,868,140
<b>Total net assets</b>		<b>3,524,504</b>	3,868,140
<b>Charity funds</b>			
Restricted funds		<b>709,055</b>	719,583
Unrestricted funds:			
Designated funds		<b>260,000</b>	408,000
General funds		<b>2,555,449</b>	2,740,557
Total unrestricted funds		<b>2,815,449</b>	3,148,557
<b>Total funds</b>		<b>3,524,504</b>	3,868,140


TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 03690871

CHARITY BALANCE SHEET (CONTINUED)  
AS AT 31 DECEMBER 2021

The Charity's net movement in funds for the year was £(343,636) (2020 - £853,318).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

  
.....  
A Burton

Date: 08/09/2022

The notes on pages 60 to 94 form part of these financial statements.

TRANSFORMING LIVES FOR GOOD (TLG) LTD  
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	As restated 2020 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	27	(1,222,812)	(48,779)
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		943,620	819,499
Purchase of intangible assets		(24,146)	(65,730)
Purchase of tangible fixed assets		(84,171)	(65,850)
Purchase of investment property		(73,949)	(95,790)
<b>Net cash provided by investing activities</b>		761,354	592,129
<b>Cash flows from financing activities</b>			
Repayments of borrowing		(162,341)	(131,792)
<b>Net cash used in financing activities</b>		(162,341)	(131,792)
<b>Change in cash and cash equivalents in the year</b>		(623,799)	411,558
Cash and cash equivalents at the beginning of the year		1,419,286	1,007,728
<b>Cash and cash equivalents at the end of the year</b>	28	795,487	1,419,286

The notes on pages 60 to 94 form part of these financial statements.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**1. General information**

Transforming Lives for Good (TLG) Ltd is a private company limited by guarantee, incorporated in England & Wales. The registered office is The Centre of Excellence, Hope Park Business Park, Bradford, BD5 8HH. The members of the company are the trustees detailed in the Structure, Governance & Management section of the trustees report. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Transforming Lives For Good (TLG) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

**2.2 Going concern**

The Trustees (who are directors of TLG for the purposes of company law and Trustees of TLG for the purposes of charity law) have reviewed the charity's financial position, taking into account the satisfactory level of reserves and cash, the annual plan and the three year financial plan, and its systems of financial and risk management. As a result of their review, the Trustees believe that the charity is well placed to manage operational and financial risks successfully despite the ongoing uncertain economic outlook. Accordingly, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees, therefore, continue to adopt the going concern basis of accounting in preparing the annual financial statements.

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**2. Accounting policies (continued)**

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

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2. Accounting policies (continued)

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Intangible assets and amortisation

Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The expected useful life of computer software is 4 years.

Assets in the course of construction are included at costs incurred to date. Amortisation on these assets is not charged until they are brought into use.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives are as follows:

Freehold property	- 50 years
Leasehold property improvements	- 4 years
Fixtures and fittings	- 4 years

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2. Accounting policies (continued)

2.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

Investment property, which is property held to earn rentals and/or for capital appreciation, is recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently, it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in the Consolidated Statement of Financial Activities.

2.9 Debtors

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

2.10 Cash at bank and in hand

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.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

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2. Accounting policies (continued)

2.13 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

Some employees of the charity are members of the Teachers' Pension Scheme ("TPS"), this is a defined benefit scheme.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

**Valuation of investment property:**

Valuations of investment properties may have a material impact on the accounts. Professional valuations are sought to ensure that the properties are included at fair value.

**Accrued and deferred income:**

Accrued and deferred income are classed as a significant estimate. Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that income will be received and the amount can be measured reliably.

**Allocation of support costs:**

It is a requirement to allocate support costs on an activity basis. The allocation of support costs is a key estimate due to the allocation of support costs to restricted funds. This allocation is regularly reviewed to ensure allocation is in line with the funding agreements.

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**4. Income from donations and legacies**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Donations	833,536	24,607	<b>858,143</b>	1,610,353
Grants	609,654	367,796	<b>977,450</b>	1,605,948
	<u>1,443,190</u>	<u>392,403</u>	<u><b>1,835,593</b></u>	<u>3,216,301</u>
Total 2020 as restated	<u>2,094,737</u>	<u>1,121,564</u>	<u>3,216,301</u>	

**5. Income from charitable activities**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
TLG Volunteer Programmes	140,125	<b>140,125</b>	158,375
TLG Therapeutic Support	6,255	<b>6,255</b>	2,998
TLG Education Centres	1,647,893	<b>1,647,893</b>	1,797,063
	<u>1,794,273</u>	<u><b>1,794,273</b></u>	<u>1,958,436</u>
Total 2020	<u>1,958,436</u>	<u>1,958,436</u>	

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**6. Investment income**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from Property - Charity	646,832	<b>646,832</b>	530,568
Income from Property - Subsidiary	294,867	<b>294,867</b>	283,622
Investment income - subsidiaries, associates and connected companies	63	<b>63</b>	-
Bank interest receivable	1,858	<b>1,858</b>	5,309
	<u>943,620</u>	<u><b>943,620</b></u>	<u>819,499</u>
Total 2020	<u>819,499</u>	<u>819,499</u>	

**7. Other incoming resources**

	Unrestricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Other incoming resources	9,880	<b>9,880</b>	-
Coronavirus job retention scheme income	1,055	<b>1,055</b>	40,388
	<u>10,935</u>	<u><b>10,935</b></u>	<u>40,388</u>
Total 2020 as restated	<u>40,388</u>	<u>40,388</u>	

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8. Expenditure on raising funds

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Direct fundraising costs	47,599	47,599	33,986
Wages and salaries	171,629	171,629	187,919
Support costs	163,932	163,932	90,663
	383,160	383,160	312,568
Total 2020	312,568	312,568	

9. Analysis of grants paid

	Grants to Institutions 2021 £	Total funds 2021 £	Total funds 2020 £
Volunteer Programmes	46,752	46,752	487,518
Total 2020	487,518	487,518	

During the year, Transforming Lives for Good (TLG) Ltd made grants totalling £200 to 2 schools, £39,050 to 176 other Charities, £645 to 2 Youth and Community Centres and £1,500 to one other organisation supporting children. Grants are provided for the provision of food, household essentials and wellbeing resources to support children and families facing food insecurity. The individual grants paid were between £100 and £1,500.

Support costs of £5,357 (2020: £75,294) have been allocated to grant-making activities.

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10. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
TLG Volunteer Programmes	898,481	307,407	1,205,888	2,000,348
TLG Therapeutic Support	104,547	79,100	183,647	58,977
TLG Education Centres	2,321,092	16,424	2,337,516	2,064,968
	3,324,120	402,931	3,727,051	4,124,293
Total 2020	2,872,911	1,251,382	4,124,293	

Summary by expenditure type

	Staff costs 2021 £	Other costs 2021 £	Total funds 2021 £	Total funds 2020 £
TLG Volunteer Programmes	716,769	489,119	1,205,888	2,000,348
TLG Therapeutic Support	160,588	23,059	183,647	58,977
TLG Education Centres	1,481,402	856,114	2,337,516	2,064,968
	2,358,759	1,368,292	3,727,051	4,124,293
Total 2020	2,010,608	2,113,685	4,124,293	

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**11. Costs relating to income from property**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Direct property costs - Charity	437,379	<b>437,379</b>	295,134
Direct property costs - Subsidiary	156,518	<b>156,518</b>	167,793
Support costs	171,887	<b>171,887</b>	56,931
Wages and salaries	121,863	<b>121,863</b>	207,352
NI	7,186	<b>7,186</b>	5,191
Pension costs	11,158	<b>11,158</b>	6,066
	<u>905,991</u>	<u><b>905,991</b></u>	<u>738,467</u>
Total 2020	<u>738,467</u>	<u><b>738,467</b></u>	

**12. Analysis of expenditure by activities**

	Activities undertaken directly 2021 £	Grant funding of activities 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
TLG Volunteer Programmes	965,642	46,752	193,494	<b>1,205,888</b>	2,000,348
TLG Therapeutic Support	99,952	-	83,695	<b>183,647</b>	58,977
TLG Education Centres	1,827,634	-	509,882	<b>2,337,516</b>	2,064,968
	<u>2,893,228</u>	<u>46,752</u>	<u>787,071</u>	<u><b>3,727,051</b></u>	<u>4,124,293</u>
Total 2020	<u>3,266,185</u>	<u>487,518</u>	<u>370,590</u>	<u><b>4,124,293</b></u>	

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**13. Support costs allocated to charitable activities, raising funds and costs relating to property income**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Gross Wages	508,093	<b>508,093</b>	-
Employers NIC	48,432	<b>48,432</b>	-
Pension	77,017	<b>77,017</b>	-
IT support costs	155,527	<b>155,527</b>	106,873
Training and recruitment	54,078	<b>54,078</b>	51,587
Travel	8,831	<b>8,831</b>	19,999
Premises expenses	12,433	<b>12,433</b>	108,005
Insurance	24,263	<b>24,263</b>	20,789
Bad and doubtful debts	-	-	31,267
Telephone	21,157	<b>21,157</b>	16,327
Other support costs	89,282	<b>89,282</b>	76,902
Consultancy	18,081	<b>18,081</b>	-
Legal & professional fees	36,710	<b>36,710</b>	17,434
Audit fees	17,286	<b>17,286</b>	17,585
Trustee and governance	-	-	935
Depreciation	51,700	<b>51,700</b>	50,481
	<u>1,122,890</u>	<u><b>1,122,890</b></u>	<u>518,184</u>
Total 2020	<u>518,184</u>	<u><b>518,184</b></u>	

During the year the charity reviewed the allocation of support costs. In previous years, wages were not included in support costs and included increased property costs. In 2021, support costs now include salary, training, travel and IT costs incurred by TLG's Finance, HR, Admin and Innovation teams. These, and property costs, have now been allocated proportionally to the direct costs of charitable activities.

Support costs during the year have been apportioned based upon a % basis appropriate to the activity type.

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**14. Auditors' remuneration**

	2021	As restated 2020
	£	£
Fees payable to the Group's auditor for the audit of the Charity's annual accounts	<b>17,286</b>	17,585

**15. Staff costs**

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Wages and salaries	<b>2,396,995</b>	1,996,365	<b>2,375,876</b>	1,947,892
Social security costs	<b>202,516</b>	167,354	<b>196,062</b>	162,163
Contribution to pension schemes	<b>235,016</b>	253,417	<b>224,238</b>	247,351
	<b>2,834,527</b>	2,417,136	<b>2,796,176</b>	2,357,406

The average number of persons employed by the charitable group during the year was as follows:

	Group 2021 No.	Group 2020 No.
TLG Education Centres	<b>24</b>	15
TLG Volunteer Programmes	<b>18</b>	17
TLG Therapeutic Support	<b>5</b>	3
Fundraising & Partnerships	<b>10</b>	11
National Development	<b>13</b>	10
Centre Support & Teaching & Learning	<b>9</b>	10
Operations inc. Commercial & Other Support Staff	<b>21</b>	19
	<b>100</b>	85

The average number of trustees, who act in a voluntary capacity, during the year was 7 (2020: 8).

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**15. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	Group 2020 No.
In the band £60,001 - £70,000	<b>1</b>	1

The gross remuneration of key management personnel, including employer pension costs, during the year was £468,256 (2020: £394,358).

**16. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, expenses totalling £4,017 were reimbursed or paid directly to 4 Trustees (2020 - £372 to 4 Trustees). Three of the Trustees received reimbursement for travel expenses incurred or had train tickets purchased for them during the year. One Trustee had legal costs reimbursed relating to advice on the partnership with Ecclesia International Church.

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17. Intangible assets

*Group and Charity*

	Assets under development £	Computer software £	Total £
<b>Cost</b>			
At 1 January 2021	65,730	-	65,730
Additions	-	24,146	24,146
Asset transfers	(65,730)	65,730	-
	<u>-</u>	<u>89,876</u>	<u>89,876</u>
At 31 December 2021	-	89,876	89,876
<b>Amortisation</b>			
Charge for the year	-	5,644	5,644
	<u>-</u>	<u>5,644</u>	<u>5,644</u>
At 31 December 2021	-	5,644	5,644
<b>Net book value</b>			
At 31 December 2021	<u>-</u>	<u>84,232</u>	<u>84,232</u>
At 31 December 2020	<u>65,730</u>	<u>-</u>	<u>65,730</u>

Assets under development related to a new HR and finance system which was brought into use during the year.

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18. Tangible fixed assets

*Group*

	Freehold property £	Leasehold property improvements £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 January 2021	525,150	139,818	520,721	1,185,689
Additions	-	20,008	64,163	84,171
Revaluations	58,350	-	-	58,350
	<u>583,500</u>	<u>159,826</u>	<u>584,884</u>	<u>1,328,210</u>
At 31 December 2021	583,500	159,826	584,884	1,328,210
<b>Depreciation</b>				
At 1 January 2021	66,798	137,850	392,082	596,730
Charge for the year	12,416	8,107	60,792	81,315
	<u>79,214</u>	<u>145,957</u>	<u>452,874</u>	<u>678,045</u>
At 31 December 2021	79,214	145,957	452,874	678,045
<b>Net book value</b>				
At 31 December 2021	<u>504,286</u>	<u>13,869</u>	<u>132,010</u>	<u>650,165</u>
At 31 December 2020	<u>458,352</u>	<u>1,968</u>	<u>128,639</u>	<u>588,959</u>

For details of securities held over the assets of the charity please see the creditors note.

For details of the freehold property valuation please see the investment property note.

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**18. Tangible fixed assets (continued)**

**Charity**

	Freehold property £	Leasehold property improvements £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 January 2021	525,150	139,430	466,686	1,131,266
Additions	-	20,396	39,242	59,638
Revaluations	58,350	-	-	58,350
At 31 December 2021	583,500	159,826	505,928	1,249,254
<b>Depreciation</b>				
At 1 January 2021	66,798	137,850	366,377	571,025
Charge for the year	12,416	8,107	43,424	63,947
At 31 December 2021	79,214	145,957	409,801	634,972
<b>Net book value</b>				
At 31 December 2021	504,286	13,869	96,127	614,282
At 31 December 2020	458,352	1,580	100,309	560,241

For details of securities held over the assets of the charity please see the creditors note.

For details of the freehold property valuation please see the investment property note.

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**19. Investment property**

**Group**

	Freehold investment property £
<b>Valuation</b>	
At 1 January 2021	5,376,585
Additions	73,949
Surplus on revaluation	465,966
At 31 December 2021	5,916,500

**Charity**

	Freehold investment property £
<b>Valuation</b>	
At 1 January 2021	4,240,014
Additions	73,949
Surplus on revaluation	102,537
At 31 December 2021	4,416,500

Investment properties consist of the freehold properties known as The Centre of Excellence and Beta House in Bradford. The freehold investment property valuation of £5,916,500 is a proportion of the groups property assets which in total is £6,420,786 and includes £504,286 which is recognised within tangible fixed assets. The Centre of Excellence is owned by Transforming Lives for Good (TLG) Ltd while Beta House is owned by the subsidiary, Hope Park Business Centres Limited. The Centre of Excellence property is classed as a mixed-use property. The property's main use, 88.33% (2020 - 88.33%) is to generate income to enable the long-term sustainability of the charity through subletting premium office space and meeting rooms. Transforming Lives for Good (TLG) Ltd occupies 11.67% (2020 - 11.67%) of the property for its charitable activities. The property has therefore been apportioned accordingly between Investment Property and Freehold Land & Buildings.

Beta House is used to generate income for the charity.

The fair value of the investment properties has been arrived at on the basis of the opinion of E J Robinson MRICS, a director of Hayfield Robinson, an independent valuer. This is supported by a professional valuation completed by Nicholas Verity MRICS and Matthew Scholey MRICS of Eddisons, an independent valuer. The report signatories are both RICS Registered Valuers and have appropriate experience, qualifications and expertise in valuing similar properties.

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**19. Investment property (continued)**

The historic cost and accumulated depreciation of investment properties is as follows:

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Historic cost	7,783,910	7,709,961	6,641,426	6,567,477
Accumulated depreciation and impairments	(1,980,487)	(1,825,203)	(1,696,481)	(1,564,047)
	<u>5,803,423</u>	<u>5,884,758</u>	<u>4,944,945</u>	<u>5,003,430</u>

**20. Fixed asset investments**

<i>Charity</i>	Investments in subsidiary companies £
<b>Cost or valuation</b>	
At 1 January 2021	100
At 31 December 2021	<u>100</u>
<b>Net book value</b>	
At 31 December 2021	<u>100</u>
At 31 December 2020	<u>100</u>

The charity holds 100 ordinary shares of £1 in its wholly owned subsidiary company Hope Park Business Centres Limited (company registration number 09851811) which is incorporated in England & Wales. These are the only shares allotted, called up and fully paid.

Details of the registered office, principal activity, income, expenditure and net liabilities can be found in note 34.

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**21. Debtors**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
<b>Due after more than one year</b>				
Amounts owed by group undertakings	-	-	293,953	-
Prepayments and accrued income	153,300	225,615	153,300	225,615
	<u>153,300</u>	<u>225,615</u>	<u>447,253</u>	<u>225,615</u>
<b>Due within one year</b>				
Trade debtors	105,765	288,739	99,718	286,903
Amounts owed by group undertakings	-	-	951,389	1,328,074
Other debtors	55,182	94,083	55,182	72,951
Prepayments and accrued income	536,114	484,974	531,635	484,974
	<u>697,061</u>	<u>867,796</u>	<u>1,637,924</u>	<u>2,172,902</u>

During the year the charity entered into a formal agreement for the repayment of £320,000 loaned by the charity to its trading subsidiary, Hope Park Business Centres Limited, over a period of 20 years with interest charged at a rate of 2.1% p.a.

At the year end amounts due from Hope Park Business Centres Limited, not subject to a formal agreement, amounting to £938,229 (2020: £1,328,074) have been recognised as due on demand and included within debtors due within one year. This includes amounts of £938,229 (2020: £970,956) which are funded by bank loans to Transforming Lives for Good (TLG) Limited. Hope Park Business Centres Limited repays these loans in line with the bank loan agreement. The charity plans to enter into a formal agreement with its subsidiary to mirror the terms of the bank loan agreement.

All amounts due are subject to interest.

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**22. Creditors: Amounts falling due within one year**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank loans	161,877	156,991	161,877	156,991
Trade creditors	84,137	340,061	78,129	256,289
Amounts owed to group undertakings	-	-	6,213	-
Other taxation and social security	83,874	70,595	69,227	69,747
Other creditors	127,339	39,049	121,930	39,049
Accruals and deferred income	105,700	128,765	44,647	58,830
	<u>562,927</u>	<u>735,461</u>	<u>482,023</u>	<u>580,906</u>

Deferred income represents tenants' rent invoiced for future periods and not earned. Deferred income at 31 December 2020 was £18,697, all of which was released to income in 2021. The deferred income for 2021 of £14,363 will be released to income in 2022.

**23. Creditors: Amounts falling due after more than one year**

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank loans	<u>3,952,593</u>	<u>4,119,820</u>	<u>3,952,593</u>	<u>4,119,820</u>

Included within the above are amounts falling due as follows:

***Between two and five years***

Bank loans	<u>956,960</u>	<u>797,132</u>	<u>956,960</u>	<u>797,132</u>
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***Over five years***

Bank loans	<u>2,995,633</u>	<u>3,322,688</u>	<u>2,995,633</u>	<u>3,322,688</u>
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The loans are secured on the freehold properties known as Centre of Excellence, Hope Park Bradford and Beta House, Bradford by way of a legal charge.

Charity Bank Limited holds fixed and floating charges over all freehold, leasehold and other immovable property now and in the future. The amount outstanding on the loans at 31 December 2021 is £3,113,650. The loan term is 20 years and bears interest at 3% above the Bank of England base rate.

The Social Investment Business (previously known as Futurebuilders England Limited) holds a legal charge over the freehold land and buildings at Trevor Foster Way. The amount outstanding on the loans at 31 December 2021 is £616,457. The loan term is 20 years and bears interest at 6% per annum.

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**23. Creditors: Amounts falling due after more than one year (continued)**

Big Issue Invest Limited holds a fixed and floating charge over all freehold and leasehold at Beta House, Parkside Court, Rooley Lane, Bradford. The amount outstanding on the loans at 31 December 2021 is £284,363. The loan term is 25 years and bears interest at 6.25% per annum.

City of Bradford Metropolitan District Council holds a legal charge against the freehold land and buildings at Hope Park, Trevor Foster Way. This was put in place as a condition of funding. The amount secured at 31 December 2021 is up to a maximum of £250,000.

City of Bradford Metropolitan District Council also holds a charge amounting to £269,873 against the freehold land and buildings at Hope Park, Trevor Foster Way.

The loans secured against the Centre of Excellence and Beta House represent 63.3% of the valuation of these properties.

City of Bradford Metropolitan District Council also holds a legal charge over property at 540 Great Horton Road, Bradford and Yorkshire Bank plc holds a legal charge over property at 6 Gathorne Street, Great Horton, Bradford.

Charges held on 6 Gathorne Street, Great Horton, Bradford and 540 Great Horton Road, Bradford were satisfied when the properties were sold in 2008 and 2011 respectively. These charges were showing as being outstanding at Companies House at the 31 December 2021 but have been satisfied since the the year end.

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

24. Statement of funds

Statement of funds - current year

	As restated Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2021 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
IT System Development	257,500	-	-	(37,500)	-	220,000
Strategic investments in Capital	80,000	-	-	(40,000)	-	40,000
Post-Covid Improvements	16,000	-	-	(16,000)	-	-
Other Strategic Investments	54,500	-	-	(54,500)	-	-
	<u>408,000</u>	<u>-</u>	<u>-</u>	<u>(148,000)</u>	<u>-</u>	<u>260,000</u>
<b>General funds</b>						
Unrestricted funds	2,614,870	4,192,018	(4,613,271)	(1,407,664)	-	785,953
Revaluation reserve	(1,808,226)	-	-	-	524,316	(1,283,910)
Fixed assets less long term liabilities	1,754,463	-	-	1,555,664	-	3,310,127
	<u>2,561,107</u>	<u>4,192,018</u>	<u>(4,613,271)</u>	<u>148,000</u>	<u>524,316</u>	<u>2,812,170</u>
<b>Total Unrestricted funds</b>	<u>2,969,107</u>	<u>4,192,018</u>	<u>(4,613,271)</u>	<u>-</u>	<u>524,316</u>	<u>3,072,170</u>

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NOTES TO THE FINANCIAL STATEMENTS  
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24. Statement of funds (continued)

	As restated Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2021 £
<b>Restricted funds</b>						
Volunteer Programmes	115,857	262,704	(278,561)	-	-	100,000
Boxes of Hope	50,000	2,500	(20,846)	-	-	31,654
Education Centres	15,000	57,999	(16,424)	-	-	56,575
Therapeutic Support	9,900	69,200	(79,100)	-	-	-
Property	520,826	-	-	-	-	520,826
Church Revitalisation Trust	8,000	-	(8,000)	-	-	-
	<u>719,583</u>	<u>392,403</u>	<u>(402,931)</u>	<u>-</u>	<u>-</u>	<u>709,055</u>
<b>Total of funds</b>	<u>3,688,690</u>	<u>4,584,421</u>	<u>(5,016,202)</u>	<u>-</u>	<u>524,316</u>	<u>3,781,225</u>

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NOTES TO THE FINANCIAL STATEMENTS  
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24. Statement of funds (continued)

Transfers between funds:

During the year £148,000 was transferred from designated funds into unrestricted funds. The reason for the transfer has been detailed below.

IT System Development, £37,500 transferred as a contribution towards the new HR and finance software.

Strategic Investments in Capital, £40,000 transferred to facilitate transitioning to new Education Centre model and improvements to Education Centres made during the year.

Post-Covid Improvements, this funds has been released in full as all Covid improvements such as the implementation of IT and remote working facilities have been completed.

Other Strategic Investments, this fund has been released in full.

An amount of £1,555,664 has been transferred from the general fund to the unrestricted fixed asset fund. After this adjustment the general unrestricted fund shows the free reserves of the charity after allowing for fixed assets, long term liabilities and revaluations.

Designated Funds:

IT System Development

Funds dedicated to improving our internal systems. At the year end there is £220,000 of IT development funds remaining. The plans for these funds are the creation of a new Education Centre Management Information System plus further investments in TLG’s digital strategy.

Strategic Investments in Capital

Funds to facilitate transitioning to new Education Centre model and improvements to Education Centres. At the year end there is £40,000 of strategic capital investment funds remaining. The plans for these funds are for new Education Centre opportunities.

Restricted Funds:

Volunteer Programmes

Includes Early Intervention centres providing one-to-one coaching for primary school children and Make Lunch clubs to tackle food insecurity and isolation in school holidays.

Boxes of Hope

Providing food, household essentials and wellbeing resources to support children and families facing food insecurity.

Education Centres

3 restricted donations for Education Centres were received in 2021. At 31st December TLG held £6,500 for two Education Centres and £50,075 for Education Centres in Torbay received from the Charles Hayward Foundation as a multi-year Grant.

Therapeutic Support

Emotional First Aid and Emotional Rollercoaster training and resources for TLG partners and schools, as well as therapeutic, trauma-informed expertise underpinning all TLG programmes.

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24. Statement of funds (continued)

Property

The restricted property fund is part of a grant received from the European Regional Development Fund (ERDF) in 2011 and held as a contingency should the charity not deliver it’s commitments made in the ten years to 2021. The charity has delivered it’s commitments and as such the entire amount will be released in 2022.

Church Revitalisation Trust

Funding received for the Love Christmas Campaign to distribute locally. Not all the funding was distributed and the remaining £8,000 was returned to the Church Revitalisation Trust in January 2021.

Statement of funds - prior year

	As restated Balance at 1 January 2020 £	Income £	As restated Expenditure £	Transfers in/out £	As restated Balance at 31 December 2020 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
IT System Development	-	-	-	257,500	257,500
Strategic investments in Capital	-	-	-	80,000	80,000
Post-Covid Improvements	-	-	-	16,000	16,000
Other Strategic Investments	-	-	-	54,500	54,500
	-	-	-	408,000	408,000
<b>General funds</b>					
Unrestricted funds	2,331,301	4,913,060	(3,923,946)	(705,545)	2,614,870
Revaluation reserve	(1,808,226)	-	-	-	(1,808,226)
Fixed assets less long term liabilities	1,457,590	-	-	296,873	1,754,463
	1,980,665	4,913,060	(3,923,946)	(408,672)	2,561,107
<b>Total Unrestricted funds</b>	1,980,665	4,913,060	(3,923,946)	(672)	2,969,107

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**24. Statement of funds (continued)**

	As restated Balance at 1 January 2020 £	Income £	As restated Expenditure £	Transfers in/out £	As restated Balance at 31 December 2020 £
<b><i>Restricted funds</i></b>					
Expansion of Education Centres	27,000	-	(27,000)	-	-
Volunteer Programmes	270,903	107,168	(262,214)	-	115,857
Boxes of Hope	-	201,820	(151,820)	-	50,000
Education Centres	30,000	-	(15,000)	-	15,000
Therapeutic Support	-	9,900	-	-	9,900
Property	520,826	-	-	-	520,826
Church Revitalisation Trust	-	17,000	(9,000)	-	8,000
Holiday Activities and Food Programme (HAFP)	-	752,970	(753,642)	672	-
Boxes of Hope - National Lottery Community Fund	-	32,706	(32,706)	-	-
	<u>848,729</u>	<u>1,121,564</u>	<u>(1,251,382)</u>	<u>672</u>	<u>719,583</u>
<b><i>Total of funds</i></b>	<u>2,829,394</u>	<u>6,034,624</u>	<u>(5,175,328)</u>	<u>-</u>	<u>3,688,690</u>

**TRANSFORMING LIVES FOR GOOD (TLG) LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
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**25. Summary of funds**

**Summary of funds - current year**

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2021 £
Designated funds	408,000	-	-	(148,000)	-	260,000
General funds	2,561,107	4,192,018	(4,613,271)	148,000	524,316	2,812,170
Restricted funds	719,583	392,403	(402,931)	-	-	709,055
	<u>3,688,690</u>	<u>4,584,421</u>	<u>(5,016,202)</u>	<u>-</u>	<u>524,316</u>	<u>3,781,225</u>

**Summary of funds - prior year**

	Balance at 1 January 2020 £	Income £	As restated Expenditure £	Transfers in/out £	Balance at 31 December 2020 £
Designated funds	-	-	-	408,000	408,000
General funds	1,980,665	4,913,060	(3,923,946)	(408,672)	2,561,107
Restricted funds	848,729	1,121,564	(1,251,382)	672	719,583
	<u>2,829,394</u>	<u>6,034,624</u>	<u>(5,175,328)</u>	<u>-</u>	<u>3,688,690</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	129,339	520,826	650,165
Intangible fixed assets	84,232	-	84,232
Investment property	5,916,500	-	5,916,500
Debtors due after more than one year	153,300	-	153,300
Current assets	1,304,319	188,229	1,492,548
Creditors due within one year	(562,927)	-	(562,927)
Creditors due in more than one year	(3,952,593)	-	(3,952,593)
<b>Total</b>	<b>3,072,170</b>	<b>709,055</b>	<b>3,781,225</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	68,133	520,826	588,959
Intangible fixed assets	65,730	-	65,730
Investment property	5,376,585	-	5,376,585
Debtors due after more than one year	210,615	15,000	225,615
Current assets	2,103,325	183,757	2,287,082
Creditors due within one year	(735,461)	-	(735,461)
Creditors due in more than one year	(4,119,820)	-	(4,119,820)
<b>Total</b>	<b>2,969,107</b>	<b>719,583</b>	<b>3,688,690</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**27. Reconciliation of net movement in funds to net cash flow from operating activities**

	Group 2021 £	Group As restated 2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(431,781)	859,296
<b>Adjustments for:</b>		
Depreciation and amortisation charges	86,959	62,289
Dividends, interests and rents from investments	(943,620)	(819,499)
Decrease/(increase) in debtors	243,050	(233,537)
(Decrease)/increase in creditors	(177,420)	82,672
<b>Net cash used in operating activities</b>	<b>(1,222,812)</b>	<b>(48,779)</b>

**28. Analysis of cash and cash equivalents**

	Group 2021 £	Group 2020 £
Cash in hand	795,487	1,419,286
<b>Total cash and cash equivalents</b>	<b>795,487</b>	<b>1,419,286</b>

**29. Analysis of changes in net debt**

	At 1 January 2021 £	Cash flows £	At 31 December 2021 £
Cash at bank and in hand	1,419,286	(623,799)	795,487
Debt due within 1 year	(156,991)	(4,886)	(161,877)
Debt due after 1 year	(4,119,820)	167,227	(3,952,593)
	<b>(2,857,525)</b>	<b>(461,458)</b>	<b>(3,318,983)</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**30. Pension commitments**

The charity's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS), a multi-employer defined benefit scheme for academic and related staff; and a defined contribution pension scheme for all other staff. The latest actuarial valuation of the TPS related to the period ended 31 March 2016.

Contributions amounting to £30,848 were payable to the schemes at 31 December 2021 (2020 - £Nil) and are included within other creditors.

The defined contribution pension schemes assets are held separately from those of the charitable group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £224,453.

**Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

**Valuation of the Teachers' Pension Scheme**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the year amounted to £10,563.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>). Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The charity has set out above the information available on the scheme.

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**31. Operating lease commitments**

At 31 December 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2021 £</b>	Group 2020 £
Not later than 1 year	<b>1,224</b>	971
Later than 1 year and not later than 5 years	<b>4,284</b>	1,249
	<b>5,508</b>	2,220

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	<b>Group 2021 £</b>	Group 2020 £
Operating lease rentals	<b>994</b>	971

At 31 December 2021 the Group and Charity had commitments to receive future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2021 £</b>	Group 2020 £	<b>Charity 2021 £</b>	Charity 2020 £
Not later than 1 year	<b>762,535</b>	479,533	<b>579,108</b>	396,752
Later than 1 year and not later than 5 years	<b>1,152,741</b>	616,408	<b>569,337</b>	608,323
	<b>1,915,276</b>	1,095,941	<b>1,148,445</b>	1,005,075

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32. Related party transactions

Hope Aid Charitable Trust loaned TLG £100,000 in December 2017 on a 5 year term with interest chargeable at 5% per annum. Andrew Burton is a trustee of both TLG and Hope Aid Charitable Trust. The loan was repaid in full during the year and £4,508 interest paid by TLG (2020: £5,014). Andrew Burton receives no remuneration from Hope Aid Charitable Trust.

Forge Leadership Consultancy Ltd provided leadership training to the value of £6,750 during 2021 (2020: £3,648). The balance outstanding as at 31st December 2021 was £nil (2020: £nil). Simon Barrington is a director of Forge Leadership Consultancy Ltd and a trustee of TLG.

New Wine Resources Limited provided advertising services to the value of £2,416 during 2020. No balances were outstanding in 2021 nor 2020. Michael Royal is a director of New Wine Resources Limited and was a trustee of TLG until 15/02/2021.

TLG South Birmingham was set up in September 2019 and is run in partnership with Ecclesia International Church. TLG had purchases totalling £11,929 up to the 15 February 2021 (2020: £57,290) with Ecclesia International which are made up of the payment of pupil fees received from the local authority by TLG and paid over to Ecclesia International in accordance with the Franchise agreement. The debtor balance outstanding as at 31st December 2020 was £1,333, Ecclesia International Church ceased to be a related party on the 15 February 2021. Michael Royal is a trustee of Ecclesia International and was a trustee of TLG until 15 February 2021.

Meeting room hire income totalling £189 (2020: £nil) was received from Kerith Community Church during 2021. Simon Benham is a director of Kerith Community Church and a trustee of TLG.

Payments totalling £445 (2020: £nil) were made to Kings Church Amersham during 2021 relating to Meals and More Grants. Andrew Burton is a trustee of both TLG and Kings Church Amersham.

Payments totalling £225 (2020: £nil) were made to Premier Christian Communications Ltd during 2021 relating to radio job adverts. Victoria Fafalios is a director of Premier Christian Communications Ltd and a trustee of TLG.

During the year the charity received loan interest of £42,438 (2020: £66,910) from its subsidiary, Hope Park Business Centres Limited to cover loans taken out in the charity name to fund the purchase of investment property owned by Hope Park Business Centres Limited.

The charity made payments totalling £97,343 (2020: £18,684) to cover the management of the charity's investment properties by its subsidiary Hope Park Business Centres Limited.

TRANSFORMING LIVES FOR GOOD (TLG) LTD  
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NOTES TO THE FINANCIAL STATEMENTS  
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32. Related party transactions (continued)

As at the 31 December 2021 the following amounts were owed to the charity by its subsidiary, Hope Park Business Centres Limited:

Due within one year: £951,389 (2020: £1,328,074)  
Due in more than one year: £293,953 (2020: £Nil)

The charity owed its subsidiary, Hope Park Business Centres Limited £6,213 at the year end (2020: £nil), this amount is subject to standard creditors terms and due within 30 days.

The total of voluntary donations to TLG by trustees and related parties amounted to £9,817 in the year (2020: £1,140).

33. Controlling party

There are no controlling parties.

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NOTES TO THE FINANCIAL STATEMENTS  
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34. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Principal activity
Hope Park Business Centres Limited	09851811	Centre of Excellence, Hope Park, Bradford, BD5 8HH	Property Holding Company

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss)/ Surplus/ (Deficit) for the year £	Net assets £
Hope Park Business Centres Limited	386,074	313,720	72,354	256,433



**TLG, National Support Centre, Hope Park, Bradford, BD5 8HH**

Transforming Lives for Good (TLG) Ltd. is a company limited by guarantee,  
registered in England & Wales no.3690871 & Scotland no. SC050810. Registered Charity no. 1074114