

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> 2023



**TLG** transforming  
lives for good



On the cover:  
TLG Make Lunch – Cleveleys

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2023 IN NUMBERS:

# TLG's Impact

YOUNG LIVES TRANSFORMED:

# 5,454

children helped in 2023

# 3,185

 ADULTS HELPED

**TLG** early  
intervention



**127**  
TLG EARLY  
INTERVENTION  
CENTRES ACTIVE  
ACROSS THE UK

# 728

CHILDREN  
COACHED IN THE  
LAST 12 MONTHS

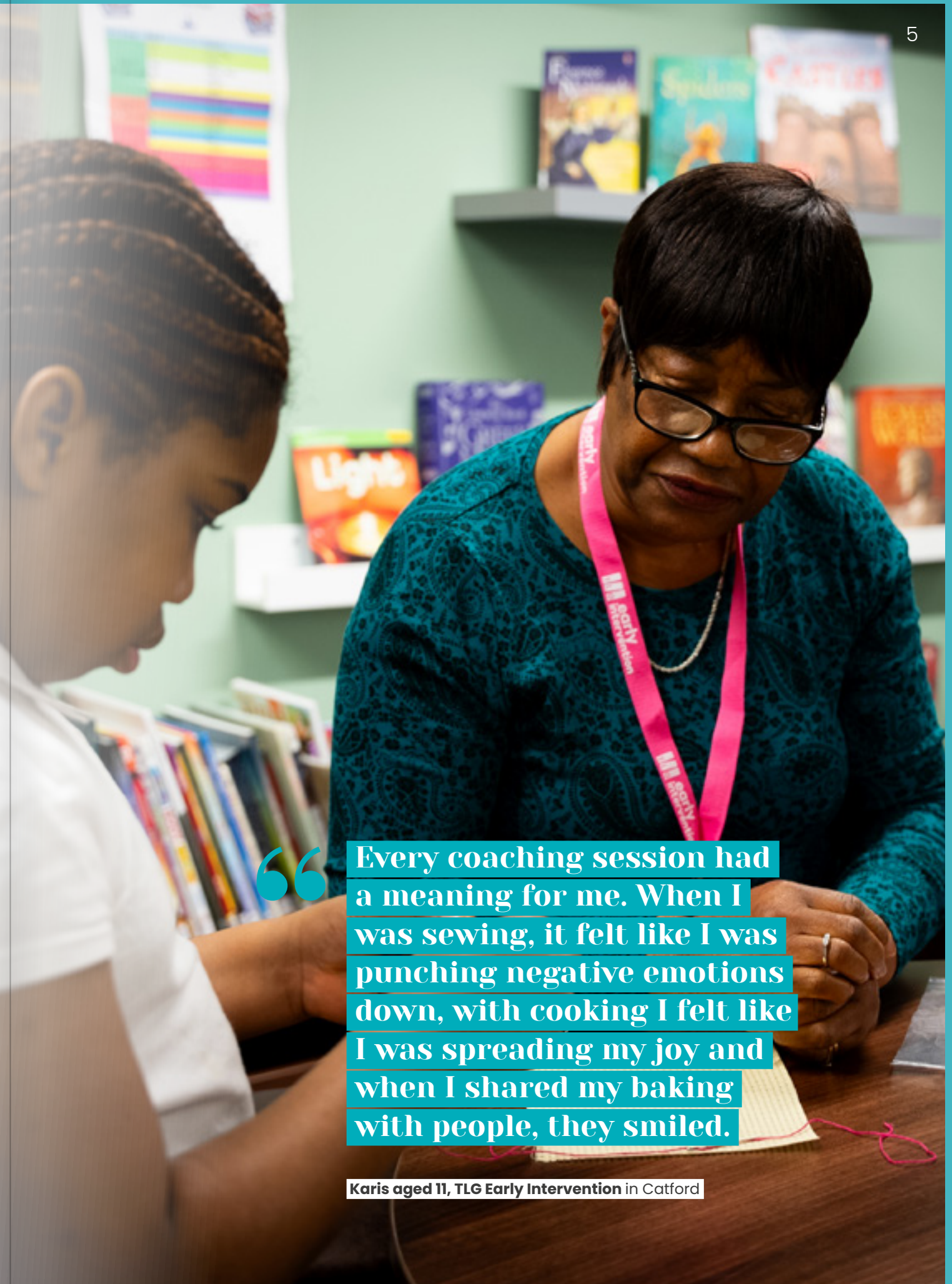
**TLG** make  
lunch



**74**  
TLG MAKE LUNCH  
CENTRES ACTIVE  
ACROSS THE UK

# 113,313

EQUIVALENT  
MEALS PROVIDED  
TO CHILDREN AND  
PARENTS/CARERS



“

Every coaching session had a meaning for me. When I was sewing, it felt like I was punching negative emotions down, with cooking I felt like I was spreading my joy and when I shared my baking with people, they smiled.

Karis aged 11, TLG Early Intervention in Catford



# Message from the Chief Executive

**TLG were able to bring hope and a future to 5454 children in 2023! This is all thanks to incredible local communities, churches, schools and volunteers stepping in to bring help and support to those struggling most.**

This has been one of the toughest years for children and families across the UK who have faced the growing pressure of the cost-of-living crisis which has left them facing even deeper poverty than before. Covid-19 has significantly affected the mental health of children resulting in more recognised instances of anxiety, low mood, and poor mental health. We believe that no child should face these crises alone.

In 2023 we saw expertly trained volunteer coaches getting alongside a staggering 722 children, providing them with vital, one-to-one support through TLG Early Intervention. With children's emotional and mental well-being at breaking point, we continue to see the transformational impact of consistent help from a trusted adult extending out beyond school into community and home life. In response to the growing needs, we are committed to building our programmes based on a therapeutic, trauma-informed foundation. With over 300 people trained by our Therapeutic Support team in 2023 alone, we provided children and families throughout the UK with the support and tools that they so crucially needed during this critical period.

Our TLG Make Lunch clubs thrived in 2023, with an average attendance of 63 children per club. Each club is adaptable and has a unique ability to meet the varied needs of children and families facing increased food insecurity, fuel poverty, social isolation, and poor mental health. Clubs across the UK were essential in providing community, belonging and meals that matter. Our teams provided practical support and a safe, friendly atmosphere which ensured that those struggling felt able to ask for help. We were

also delighted to be able to deliver food parcels and pop-up pantries where they were needed most.

TLG is a national movement, giving time, energy and money to powerfully drive forward our mission to transform lives for good. I want to take this opportunity to extend a huge thank you to all our supporters and volunteers who are so pivotal in enabling us to reach the children, young people and families most in need.

In response to the deeper needs young people are facing, we concluded in 2022 that our original Education Centre model was no longer the most appropriate or cost effective response. I'm really pleased we were able to successfully support five of these alternative provision Centres to transition to other providers that we have good relationships with, and to see them thriving.



TLG Make Lunch in Sheffield

In 2023, we've been able to progress detailed research and consultation to help shape new ways of meeting the needs struggling children, young people and families have. I'm really encouraged by the progress we've been able to make towards

developing new approaches that will enable a greater number of children experiencing trauma and poor mental health to be supported.

We said goodbye to Andrew Burton after 10 years as a Trustee, and 8 years as chair of the board. We are so grateful to him for his commitment and wisdom over the years, and for his support as he passed the baton to Sheron Kantor as our new Chair. Sheron is a highly experienced early years practitioner and has spent many years working in key roles with the young people's service in Manchester. Sheron will be an asset to TLG and a passionate advocate of the children and families that TLG serve so well.

Looking ahead to 2024, I am excited to see that the TLG movement continues to expand across the UK. With the help of like-minded supporters, I am confident that we will see many more children's lives transformed for good in the year ahead!



TIM MORFIN OBE  
TLG FOUNDER AND  
CHIEF EXECUTIVE

**I want to take this opportunity to extend a huge thank you to all our supporters and volunteers who are so pivotal in enabling us to reach the children, young people and families most in need.**



TLG Early Intervention in Catford



# Message from the Chair

## I am delighted to introduce TLG's Annual Report and Accounts for 2023.

I'm excited to take on the role of Chair of Trustees in this new season for TLG. It was seeing the heart-breaking needs of children in the UK and the injustice they face that drew me to TLG a number of years ago, and still today the needs are growing at an alarming rate.

2023 was a year of rapid increasing challenges for the wonderful children we support. The nation continues to recover from the devastating impact that the COVID-19 pandemic has had on well-being, education,

and the economy. The cost-of-living crisis continues to force families to face the unacceptable choice between feeding their families and heating their homes. Meanwhile, the mental health crisis in children is presenting ever-increasing needs.

Within this context, it has been an exceptional privilege to be able to support so many struggling children, young people and families who benefit so much from the kindness of volunteers in their local community. TLG has much to celebrate in 2023! The commitment of TLG staff, volunteers, supporters and our church



TLG Make Lunch in Sheffield

and school partners has been second to none; we are so grateful for their generosity in giving so much to others.

Our volunteer-driven programmes have made an enormous difference to children and families in the past year. Our TLG Make Lunch clubs have seen an increase in average numbers of child attendance to 63 per club. TLG Make Lunch has proven critical in its ability to go beyond simply offering hot and healthy food. Families are met with an empathetic welcome, engaging activities, and community support. Meanwhile, TLG Early Intervention coaches have delivered over 10,000 hours of coaching. Incredibly, 88% of children feel more positive after coaching. This is certainly something worth celebrating considering the devastating increase in need over the past three years.

In 2023 Tim Morfin, Charity Founder and CEO of Transforming Lives for Good received an OBE in recognition of his services to disadvantaged children and young people in His Majesty the King's Birthday Honours List. I am delighted that Tim's hard work has been recognised in this way.

Despite another year of upheaval for charities in terms of the economic landscape, I am pleased to report the

**“The commitment of TLG staff, volunteers, supporters and our church and school partners has been second to none.”**



Tim Morfin and Family



**“ We are scoping new programme opportunities in our commitment to see greater impact for struggling children in the UK.**

journeying throughout 2023 towards a healthy financial position. The fantastic generosity of TLG’s donors – both individual and organisational – has made our vital work tackling issues of poor wellbeing and food insecurity possible, for which I want to personally extend my thanks. We remain committed to stewarding each donation of time or money responsibly.

At this challenging time for children across the UK, I am delighted to step into the role of Chair of Trustees for TLG. It my privilege to serve the Leadership Team and the children we support in this new role.

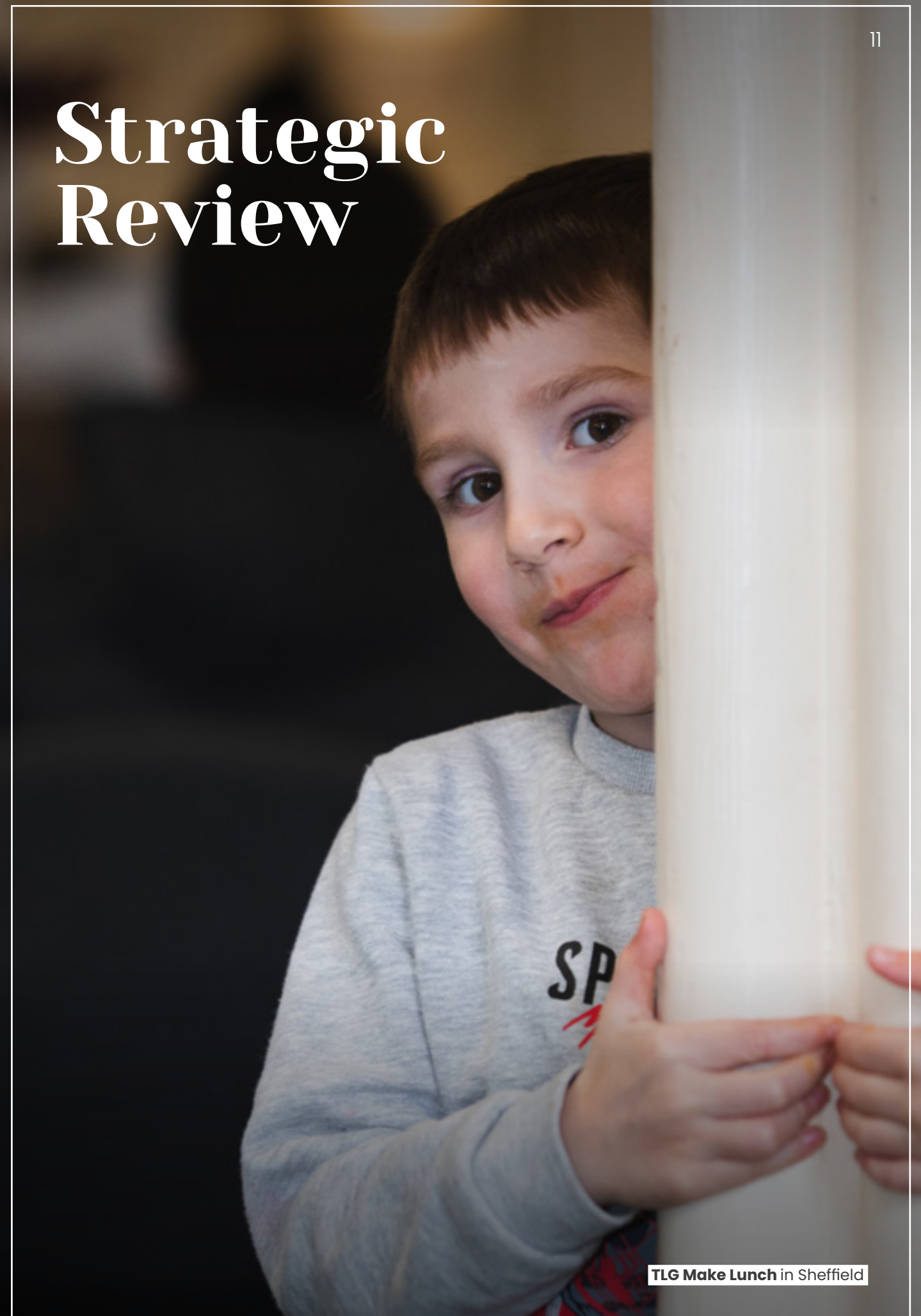


**SHERON KANTOR**  
CHAIR OF TRUSTEES



Tim Morfin and Sheron Kantor

# Strategic Review



TLG Make Lunch in Sheffield



# 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.
- 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.

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 regular one-to-one support in school or providing food and a safe community to children and families who are facing food insecurity. All our work is underpinned by therapeutic, trauma-informed support for children who are struggling with their mental and emotional wellbeing or who have gone through adverse childhood experiences (ACEs).



TLG Make Lunch in Sheffield

Our strategic vision is to help churches everywhere to bring hope and a future to every struggling child. In line with this vision, our main objectives in 2023 were to:

- Grow our work across the UK to enable more children, young people and families to access much-needed support.
- Develop new training and resources using our therapeutic expertise to ensure that our provision remains of the highest quality.
- Continue to advocate for long-term change at policy level to amplify the voices of the most disadvantaged children, young people and families in the UK.
- Respond to the children's mental health crisis with a new programme scoping to support the increasing needs

Despite the ongoing challenges caused by the aftermath of the Covid-19 pandemic and the cost-of-living crisis, we are happy to report that we were able to successfully carry out the strategic activities necessary to meet our charitable objectives in 2023. These activities are detailed in the Trustee's Strategic Review for 2023, which we are delighted to present.



TLG Early Intervention in Rotherham

# Programme Review: TLG Make Lunch

TLG Make Lunch clubs are a safe, welcoming, and inclusive space for the many families in the UK struggling with poverty, loneliness, isolation, special educational needs, food insecurity, and mental health challenges.

Opening consistently during the school holidays, at community hubs around the UK, TLG Make Lunch clubs provide free, healthy, hot food for low-income families alongside fun, stimulating, and enriching activities. Strong relationships and a positive sense of community create a supportive environment where children and families can feel a sense of belonging as well as encouragement and signposting to other local support services. Make Lunch Clubs are well positioned to address emerging crises, often providing food vouchers, food hampers, and school uniforms, and occasionally heaters, blankets and energy-efficient kitchen equipment via crisis response grants offered through TLG and partner organisations.

“  
Coming to Make Lunch might make our mum feel less worried because she knows where we are...and she knows we'll get a hot meal.

– Twins Ollie and Charlie, aged 10.  
Read the powerful story of 4 young boys and their mums on page 16.

## The Need:

The Cost-of-Living Crisis, continuing as it has, on the back of several years of stress, anxiety and financial difficulty has seen more families thrust into deeper poverty and challenge in 2023. The effects of living in poverty are far reaching, leading to food scarcity, poor food quality, poor nutrition, poor physical health outcomes, reduced life expectancy, increased anxiety, increased depression and hopelessness, isolation, lack of opportunity, limited exposure to stimulating experiences, and poor living conditions.

With child poverty levels currently high in the UK and projected to increase these are difficult times for families:

- **4.2 million children (29%)** are growing up in poverty in the UK– That's the equivalent of **9 in every classroom of 30** (*Child Poverty Action Group*).
- Families whose childcare responsibilities limit their ability to work face a significantly increased risk of living in poverty: **44% of lone parent families and 32% of families with children under 5 are living in poverty** (*Joseph Rowntree Foundation*).
- Approximately **68% of women and 57% of men** with mental health problems are parents, and poor parental mental health has been associated with poor outcomes in children (*Mental Health Foundation*).
- **900,000 children** in poverty in England miss out on free school meals (*Child Poverty Action Group*).

## Our Achievements in 2023:

4,761

UNIQUE  
CHILDREN FED\*

70,236

EQUIVALENT  
MEALS PROVIDED  
TO CHILDREN\*

42,228

EQUIVALENT  
MEALS PROVIDED  
TO PARENTS/CARERS\*

2,485

UNIQUE PARENTS/  
CARERS FED\*

*\*Through TLG Make Lunch club provisions, including both in-person sessions and occasional Box of Hope food parcels.*

42

NEW MAKE LUNCH  
VOLUNTEERS  
TRAINED

69

ACTIVE TLG  
MAKE LUNCH  
CLUBS ACROSS  
THE UK

1,165

TOTAL  
COMMUNITY  
MAKE LUNCH  
VOLUNTEERS

7

NEW MAKE  
LUNCH PARTNERS

299

ACTIVE MAKE LUNCH  
LEADERS



## Make Lunch key objectives for 2024:

- Open 12 new Make Lunch clubs in partnership with local, community-focused churches across the UK.
- Continue growing our support to churches serving families and communities that face greater challenge and disadvantage, including regular online Emotional First Aid training to support volunteers to make the greatest impact possible.
- Develop collaboration opportunities with parent support charity Kids Matter and other charities and organisations to support churches as we seek to offer holistic support to children and families in local communities.



# Make Lunch makes an impact!

**For friends and working mums Sheila and Maria, getting through the school holidays with their 4 young boys was a real struggle. Living in one of the 10% most deprived areas of the country, low wages made summer childcare impossible. On top of that, food and community were hard to find without the provision of the school day. Despite working, they found themselves facing the crippling effects of the rising cost of living and the pressure of the holiday times. "There's only so much you can do because everything is cost cost cost." Sheila shared.**

Their boys Eddie (5), Ricky (10), Charlie (10) and Ollie (10) are energetic kids who love to be busy and would always be asking their mums "What are we doing today?". This was an emotional struggle for both families, as they desperately wanted to provide safe and productive fun for their children to protect them from the risks that boredom can bring. It was a challenge to worry daily about where the next meal would be coming from.

The families started going to TLG Make Lunch in Ashford five years ago.

Make Lunch clubs open during school holidays to provide free, healthy food alongside fun activities for families facing poverty and disadvantage. They give families the opportunity to build strong relationships and find a loving community. "When it's the holiday and you can't afford to go on trips with your kids, that is hard" Hannah, the Make Lunch leader reflects. "At Make Lunch we try and counter those needs by providing activities like a display of birds of prey, magic shows, and reptile visits."

"Coming to Make Lunch might make our mum feel less worried because she knows where we are" Ollie tells us; "and she knows we'll get a hot meal" twin Charlie adds. Both families have found the club to be an incredible support. "The volunteers always approach you for a chat", "and they even put on a pantry full of essentials, so we don't just get a hot meal on the day, but food to take away with us as well" the mums tell us.

The volunteers have done a fantastic job of building relational bridges on the estate, and rather than dreading the holidays, the families now look forward to them. Sheila tells us they particularly enjoy special occasions like Easter



**TLG Make Lunch** in Ashford  
Charlie, Eddie, Ricky and Ollie

and Christmas, "TLG Make Lunch really go out of their way to make these times special".

Ricky recalls one Christmas; "I was ill and had to stay at home poorly and the team brought Fortnite figures and food to my house". Sounds of delighted squeals were heard by the volunteers as they left the house that day!

The boys have been coming to TLG Make Lunch for so long now that it has become a safe space for them. For Sheila and Maria, the community the families have built at TLG Make Lunch has relieved the stress and strains around the holidays, and they have told all their friends about the club!

“**TLG Make Lunch really go out of their way to make these times special.**



# Programme Review: TLG Early Intervention

With 25 years' experience, TLG is responding to the rapidly growing children's mental health crisis by expanding the TLG Early Intervention programme which offers training and resources to equip our community partners to meet these needs. Volunteer coaches are trained to support children with one-to-one trauma-informed support, one hour a week, every week for a whole year.

The transformational impact of this consistent approach is immeasurable. TLG Early Intervention coaching creates a safe space for each child to build connection with a trusted adult, and to explore ways to understand and regulate their emotions. This practical solution enables church partners and volunteers to support the challenges faced by children, families, and schools in their local communities.



Eddie with his TLG Early Intervention coach Darrin

## The Need:

2023 was another year of increased challenge with the ongoing aftermath of COVID-19 and the cost-of-living crisis affecting children's emotional and mental well-being more than ever before. Without more support available through programmes like Early Intervention, the future for struggling children and young people looks incredibly challenging.

The latest statistics show that:

- **1 in 5 children and young people** had a probable mental health disorder (*Department for Education 2023*).
- **10% of children aged 10-17** report low wellbeing and almost a third are unhappy with a specific area of their lives (*Good Childhood Report 2023*).
- **Poor emotional wellbeing** is at the heart of an overall rise in **mental health disorders** (*Youthscape Trend Research Project 2023*).
- Over the 10 years between 2011 and 2021, investment in early intervention support by councils in England **halved from £3.8 billion to £1.9 billion** (*The Children's Society*).

“

**I found it difficult to stay in class because I was arguing with a lot of the other people and found it difficult staying in my seat all day.**

Eight-year-old Eddie didn't like going to school because he felt like he had no one to talk to. He said; "I found it difficult to stay in class because I was arguing with a lot of the other people and found it difficult staying in my seat all day".

When Darrin his coach first met Eddie, he recognised that Eddie was quite traumatised and frustrated but through lots of play and laughter, listening and acceptance Darrin saw Eddie become less emotionally reactive, engage more in school and now describes him as a "very funny boy, very clever, and with such great potential".

## Our Achievements in 2023:

728

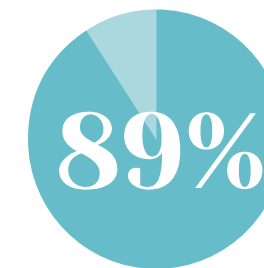
CHILDREN  
COACHED IN THE  
LAST 12 MONTHS

10,003

COACHING SESSIONS  
DELIVERED

78%

OF COACHES IN  
TOUCH WITH HOME



OF COACHED  
CHILDREN  
ARE SHOWING  
IMPROVEMENT  
AFTER COACHING

88%

OF CHILDREN FELT  
MORE POSITIVE  
AFTER COACHING

89%

OF PARENTS/CARERS  
FELT COACHING HAD  
BEEN HELPFUL

246

CHILDREN AND FAMILIES CONNECTING  
CONNECTING TO THE WIDER SUPPORT  
OF THE LOCAL CHURCH

179

NEW  
COACHES  
TRAINED

12

NEW EARLY  
INTERVENTION  
CENTRES



## Early Intervention key objectives for 2023:

- Open 30 new Early Intervention Centres.
- Train 230 new coaches from existing Early Intervention partners to increase the number of children coached.
- Continue growing our support to churches coaching children that face greater challenge and disadvantage, whatever the reason.
- Gain objective external recognition for the impact of Early Intervention coaching, to strengthen our evidence base and develop resources that make the biggest impact.



# “It helped to talk about my emotions with Wendy”

## Louis' inspiring story

**“I just felt anxious, stressed, worthless. I thought why am I here? What am I doing?”**

These were some of the devastating thoughts whirring around in Louis' mind in his last year of primary school.

Louis had struggled for most of Year 6, experiencing bullying, name-calling, and even being told to kill himself. It isn't a surprise that Louis found everything so overwhelming. “After school, I would just go in my room and cry, just be down, sad,” says Louis.

“When I was starting secondary school, I was absolutely petrified,”

‘It had really affected my self-confidence... I couldn't cope. I needed someone to talk to. Someone who understood me and could help me through it all.’

This is when Louis was paired with his TLG Early Intervention coach Wendy from Letchworth. Wendy remembers when she first met Louis. “You were very shy,” Louis nods, “and you were very open with me about feeling insecure.” Having coached children previously through TLG, Wendy felt hopeful, “I thought TLG Early Intervention was just the right thing for Louis, giving him space to talk, space to share how he really felt about things.”

Early Intervention coaching gave Louis a safe space to explore his emotions, work through his struggles, and find out a bit more about himself. “It helped to talk about my emotions with Wendy,” says Louis, “if I'd had a bad morning or I was just really not feeling good about myself, I could talk to her and she'd help me through it and give me ways to sort of cope with it.”

**“When I was starting secondary school, I was absolutely petrified. It had really affected my self-confidence... I couldn't cope. I needed someone to talk to. Someone who understood me and could help me through it all.”**

Wendy shared her experience, “The good thing about TLG Early Intervention is that it lasts a year and it's a nice length of time for students. You have this consistency. We would meet every Wednesday lunch.”

Coaching has had a profound effect on Louis. Through lots of encouragement and support, his confidence has come on in leaps and bounds. He is an active member of a media and journalism club at school and even auditioned for Britain's Got Talent! More importantly, he tells us about the difference in his personal life, “My parents have definitely noticed a lot of changes in me because I've been more happy, more my usual self, and just really jolly and normal!”

Wendy now sees Louis as a confident young man who now feels like he has purpose. Louis now has a desire to go on and knows he has a future!

The future now looks very bright for Louis and he sums up his experience beautifully, “Coaching has helped me massively because before I was just a little Year 7 kid, just tucked away in a corner not knowing what his purpose was, and now, after having coaching, I've just come out as this intelligent and smart kid who has just developed himself.”

**“My parents have definitely noticed a lot of changes in me because I've been more happy, more my usual self, and just really jolly and normal!”**



Louis with his TLG Early Intervention coach Wendy



# “Every coaching session had a meaning to me”

## Karis’ transformation story

**11-year-old Karis felt utterly lost when her best friend left their school. Karis didn’t have any other friends, she never got invited to parties, and navigating this loneliness was painful.**

Karis wanted friends so desperately that she got involved in things that she knew weren’t right, worrying that if she said no, no one would like her. “I kept getting into trouble. The headteacher was getting tired of seeing me, very tired, and I wasn’t really proud of that.”

As TLG Early Intervention coach Fay started to spend time with Karis, she noticed something special. “Although Karis was often in trouble and having problems with friendships, she was able to reflect on the incidents that were occurring. She was often saying that she could have done things differently, but she needed support to know how.”

The coaching space became very important for Karis; “Coaching is a safe space where you can talk to someone and express your feelings. We did some fun activities, but each activity was related to something that would help me to cope.” Fay spent lots of valuable time with Karis thinking about healthy friendships. Karis loved using the colour emotions wheel; “It was very important because it taught me how to regulate myself around people. I learnt that if I feel upset with a friend, I have to come clean. Being a good friend means you listen, and you respect their opinion” Karis concludes.

Activities that might seem normal became very important for Karis; “Every coaching session had a meaning for me,” she says. “When I was sewing, it felt like I was punching negative emotions down, with cooking I felt like I was spreading my joy and when I shared my baking with people, they smiled.”

Within a few weeks of coaching, Karis told her headteacher, “I’m not going to come to your office anymore.” When the coaching year came to an end, the head was able to say, “You really kept your promise didn’t you Karis?!” “She was so proud of me!” Karis smiles.

Fay feels elated for Karis. “She’s the one that has made the change, she’s listened, and taken on board all the things we’ve talked about and put them into practice, and that takes a lot of maturity.”

“I kept getting into trouble. The headteacher was getting tired of seeing me, very tired, and I wasn’t really proud of that.”

Karis reflects proudly “TLG coaching means that I have friends. I have learnt how to make friends, and how to keep them. It feels great! I have a few people who invite me to parties now, I’m happy with that!”



Karis with her TLG Early Intervention coach Fay



“TLG coaching means that I have friends. I have learnt how to make friends, and how to keep them. It feels great! I have a few people who invite me to parties now, I’m happy with that!”



# Impact Review: Family Fun Days 2023



In 2023 TLG launched new community fun days. We worked with 50 of our church partners bringing vision, ideas, best practice approaches and funding, enabling local community events across all four nations of the UK. For many of the families we help, trips and activities in the holidays are too expensive, so these special events gave them a way to engage with their children and friends. This included fun such as BBQs, trips out, discos, circus skills, and arts and crafts.

The Family Fun Days gave 1,876 adults and 3,223 children an action-packed day of fun, an opportunity to build crucial friendships and a beautiful chance to make holiday memories with their family.

822

FAMILIES

3,223

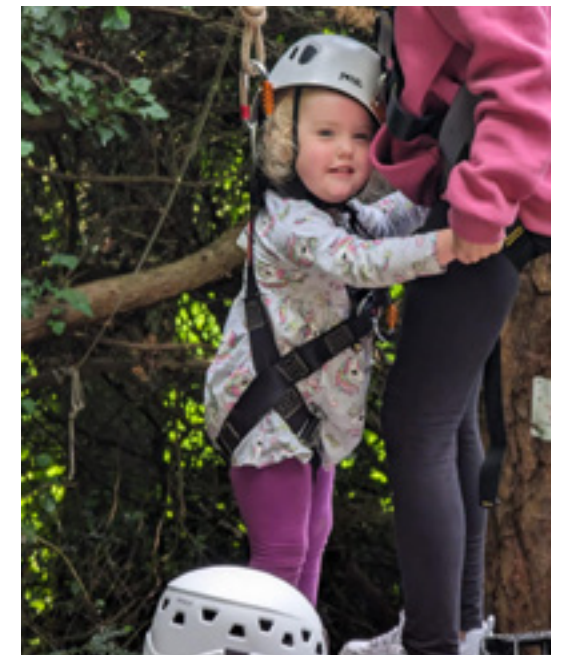
CHILDREN

1,876

ADULTS

“

**We took the families to an Eagles Heights trip. Many families said this was the only trip their children would go on in the summer as they couldn't afford trips.**



“

**We had an amazing BBQ team who fed over 600 people. A local councillor popped in thinking it would be a small event, and described it as 'an amazing day'.**



“

**They're getting more relaxed and happier each week and it's just such a joy to facilitate.**

**This is a useful foundation for anyone supporting children or young people and ensuring you are aware of emotional trauma.**

– EMOTIONAL FIRST AID TRAINEE

## Strategic Review – Organisational Initiatives

## Organisational Initiatives

### Therapeutic Support

TLG's Therapeutic Support team ensures that all of the work charity wide is underpinned by therapeutic, trauma-informed support for children and young people who have experienced adverse childhood experiences (ACEs) or who are struggling with their emotional and/or mental health. TLG's Therapeutic Support team also offers training and develops resources to ensure that children and young people can manage emotions they find overwhelming and can overcome the barriers of trauma and stress that prevent them from thriving.

### Our Achievements in 2023:

#### The Need:

Across the UK, the aftermath of Covid-19 and the ensuing cost-of-living crisis has had a terrible impact on children and families' mental and emotional health. The role of therapeutic, trauma-informed approaches cannot be overstated as we get alongside those who are struggling, helping them to tackle anxieties and manage their emotions.

The latest statistics show that:

- **One in five 8-16 year-olds** have a probable mental disorder (*NHS England, 2023*).
- **1 in 3 diagnosed mental health conditions** in adulthood directly relate to ACEs (Adverse Childhood Experiences) (*Manchester University NHS Foundation*).
- **Nearly half (49%) of young people** aged 11-25 have experienced negative emotions which affect their everyday life; **40% struggle to cope** (*YoungMinds*).

258

PEOPLE TRAINED THROUGH TLG'S EFA (EMOTIONAL FIRST AID) AND ERC (EMOTIONAL ROLLER COASTER) COURSES

Emotional  
First Aid



995

TRAUMA INFORMED RESOURCES SOLD THROUGH EXHIBITIONS AND TLG'S ONLINE SHOP



“

**I took the ERC training and resource and used it in school, and it went really well! The group is a nurture group of 5 Year 7s struggling with transition and bullying, and they were really receptive to it. They kept saying how this space is the highlight of their week.**



## New Programme Development

### The need:

- Referrals have increased by 53% to the Child and Adolescent Mental Health Service (CAMHS), typically resulting in very long waiting times for assessment and then a further wait for treatment. (*NHS Digital 2022*).
- 1 in 6 children and young people have been identified as having a probable mental health disorder.\* Disturbingly, this figure increased by 50% over the past 3 years.\*\* (*\*NHS Digital 2022 \*\*Children's Society 2023*).

In response to this growing and devastating need, in 2024 we are developing new ways to respond to the deeper needs children and young people have. In 2024, this will include the small scale testing of TLG Early Intervention Therapeutic Support. This is a bespoke solution for schools providing a dedicated Therapeutic Support Worker for a minimum of a day a week, to deliver specialist trauma-informed interventions to specifically address the needs of children in their school. The support will be therapeutic, trauma-informed, interactive and informative. Our TLG Therapeutic Support Workers will be integrated into the school staff team; with the capability of meeting pupil, staff and parent/carer needs.

“Great things are made with small details, patience and perseverance.”



## Advisory Council

TLG's Advisory Council comprises of 34 leaders and specialists from key areas relating to TLG's work: children's work, the charity sector, education, church leadership and business.

The Advisory Council members (listed below) are an invaluable resource for TLG as we constantly seek to grow, develop, and improve our provision for struggling children, young people and families. They offer guidance, ideas, and encouragement as they input into strategy and innovation. Most importantly, they use their voice and influence to support our advocacy work to bring long-term change.

In 2023, TLG's Advisory Council met to discuss a range of topics, as well as network and hear updates of how lives are being transformed by TLG. Our response to the current mental health crisis for children and the ongoing impact of the rise in the cost of living were brought as key subjects for consultation. We also celebrated TLG's growth and gained wisdom about moving through a period of change as we finally closed our Education Centres.

The ground-breaking therapeutic, trauma-informed work being led by our Therapeutic Support team was a key area of focus. We sought input around future projects, including the potential to expand our work within schools to provide a deeper response to the ever-increasing emotional well-being struggles that children face. The Council also gave advice on the development of a 10-year vision for TLG, discussing how growth, policy, new approaches, and innovation could play a part in continuing TLG's mission to support struggling children.

We are deeply grateful to all Advisory Council members for giving their time, energy, and knowledge to help guide TLG in 2023.

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

Alan Charter - *Global Children's Forum*  
 Amie Buhari - *The Hebe Foundation*  
 Andrew Fordyce - *Pedmore Trust*  
 Bajo Akisanya - *Jesus House*  
 Bekah Legg - *Restored*  
 Danielle Babatunde - *Transcend Movement*  
 Dayalan Mahesan - *Evangelical Alliance*  
 Elaine Storkey - *Author & Theologian*  
 Gavin Calver - *Evangelical Alliance*  
 Graham Miller - *London City Mission*  
 James Entwisle - *Speen Baptist Church*  
 Jenny Peters - *St Mary's, London*

Lindsay Melliush - *Family & Systemic Psychotherapist, HPFT, Church Leader*  
 Rev. Marcel Simpson - *New Testament Church of God*  
 Mark Massey - *Frinton Free Church*  
 Mark Melliush - *Diocese of Hereford. New Wine*  
 Mary Hawes - *Church of England*  
 Natalie Williams - *Jubilee+*  
 Natasha Beckles - *Diocese of London*  
 Sir Philip Watts - *Formerly Shell & CofE*  
 Rachel Gardner - *Youthscape*  
 Rachel Warwick - *Scripture Union*  
 Rob Anderson - *Edengene Limited*

Rob Wickham - *Church Urban Fund*  
 Sam Donoghue - *CofE (London Diocese)*  
 Sam Ward - *The Message Trust*  
 Shola Oladipo - *Food for Purpose*  
 Simon Barrington - *Forge Leadership*  
 Simon Benham - *Kerith Community Church*  
 Simon Downham - *CofE*  
 Steve Clifford - *HOPE*  
 Steve Whittington - *Christ Church, Birmingham*  
 Tim Pilkington - *Good Faith Partnership*





## Collaborative Leadership and Inclusion

**TLG remains committed to improving inclusivity and diversity through collaboration across all areas of the organisation.**

TLG exists to support struggling children, young people and families, but it is the harsh reality that those experiencing forms of prejudice, discrimination and deprivation have an even tougher time and are at even more of a disadvantage compared to their peers. By engaging proactively with these issues, we aim to provide the best quality help possible. Our dedicated Head of Inclusion leads the 'Collaborative Leadership' project working group, made up of leaders from within TLG who work together to drive cultural change and develop strategies for greater awareness, improved policies and increased inclusivity both internally as an organisation and externally through our programmes.

### The Need:

Statistics show that:

- Pupils with SEN account for **47% of all permanent exclusions** and **45% of all suspensions** (*Department for Education 2022*).
- Children of mixed race are **twice as likely to be permanently excluded** than white British children (*Department for Education 2022*).
- Black and ethnic minority people are **20% more likely** to experience fuel poverty this winter than white people; Pakistani and Bangladeshi people are **34% more likely** to do so (*Runnymede Trust 2022*).

“

**We work to drive cultural change, developing strategies for greater awareness, improved policies and increased inclusivity both internally as an organisation and externally through our programmes.**

ABIGAIL ANJORIN - HEAD OF INCLUSION , TLG

### Highlights from 2023:

#### Internal

- Delivery of online inclusion training for all staff
- Affinity conversations creating a sense of belonging in the workplace for Global Majority staff members.
- Development of a staff intranet inclusion page
- Bitesize break and learn sessions for staff: focussing on symptoms, support, and strategies.

#### External

- Development of racial awareness animation resource for Early Intervention coaching
- Nurturing multicultural community partnerships
- Reaching more devolved nations community partners





“It’s just a  
*joyful*  
experience!”

For 8-year-old Joe and his mum, Davinia, TLG Make Lunch has been a much-needed lifeline as the rising cost of living created heart-breaking challenges.

“**W**hen we were out shopping, we couldn’t afford to have everything that we wanted so it made my mum and dad feel very anxious,” said Joe with a sigh. “Things like gas prices were going up higher and higher so it was really hard to do stuff.”

Davinia agreed, “I worried about how much food was costing; it was quite scary. I hope things are going to change, I don’t think they can carry on going up like they are. It makes me feel really nervous, especially with the gas and electric going up again.”

“I think the children have massively struggled with all the challenges we’re facing and they obviously overhear conversations, as much as you try to not

“

It makes me  
worried seeing  
mum and dad  
worried.

”

– JOE, AGED 8

let them, they do know when you’re stressed.” Thankfully, Davinia, Joe and the rest of the family receive regular support through Make Lunch at Cleveley’s Baptist Church, one of our 83 Make Lunch partners across the UK.

Davinia smiles, “Make Lunch has lifted a massive burden. I love that there’s a community here and a church that just give to people. They don’t want a single thing back, apart from you to smile, it’s absolutely amazing!”

“I feel happier now that I come to Make Lunch,” continues Joe. “My mum and dad don’t have to worry about looking after us, what we’re going to do. They don’t need to run after us, they feel less worried now.”

“I feel very excited about coming to Make Lunch, I meet new families and have a nice hot lunch and dessert. My favourite thing is coming to see the volunteers. Some of them like playing football, or we can run about playing with balloons, and they’re really nice people.”

“

They make you feel better in your person really, I feel happier when I’ve been to Make Lunch and I do think that it helps the stress of the world, having a place like this to come to.

– DAVINIA, JOE’S MUM

Make Lunch, while providing essential hot meals and a warm space, also gives families the chance to connect into a loving church community.

“We see volunteers in the community while we’re walking and the kids are like, ‘look there’s so-and-so!’ and they can’t wait to go up to them and chat to them, it’s just lovely to see. My youngest was born during Covid so he’s really struggled with meeting new people. It really helps him to get to know people and he’s starting to come out of his shell now.”

Joe beams; “It’s just a joyful experience really, thank you TLG Make Lunch!”

Watch our  
story!



**Make Lunch**  
Cleveleys Baptist Church



## Corporate Giving

TLG's business initiatives continued to grow in 2023, developing a valued, compassionate and impactful business community.

It is wonderful to celebrate the individual and collective impact of our corporate community. Businesses have a huge desire and potential to create tremendous social impact, whilst supporting their environmental, social and governance goals. It is fantastic to see this in action.

Any size of business can join in and do good through their company. Together we are making a difference to children across the UK who are facing poverty, trauma and are in emotional crisis.

TLG's **Brighter Horizons Businesses** are businesses who champion children through regular monthly donations. It is designed so that any generous business of any size can join in. Our Brighter Horizons Businesses help TLG to reach more children.

The **Future Builder** business community has bronze, silver, gold and platinum-level partners, who support TLG to open new TLG centres; leaving a lasting legacy for children in new

communities. Future Builders has increasing impact and business benefits. (from £100/month) TLG also has **bespoke Corporate Partnerships**. When goals align and partnerships are forged which celebrate the business' unique vision, culture and skills, then great energy can be seen across an organisation, as staff and clients salute the impact for children.

In 2023 we launched the **TLG Online business network**. These regular, hour-long meetings proved popular, creating a thriving business community, celebrating impact and enabling networking.

“

**When we bought the pub, one of the first things we wanted to do was find a way for our business to support work with struggling families and young people. Partnering as TLG Future Builders has been perfect.”**

PETE AND KATE - THE FALLEN TREE MICROPUB

It is a privilege to be able to support TLG to continue to do their brilliant work with disadvantaged children. Every conversation with TLG is an encouragement and I am grateful for and excited about the opportunity to partner with them as they seek to transform lives for good.

With special thanks to



our platinum level Future Builder,  
for their faithful support.



“

**I wanted to be a Brighter Horizons Business because life isn't always fair and I want my business to be part of positive change for children who've been dealt a bad hand in life. I love reading the stories and seeing the faces of the children who are being supported**

JAMES WHITEHOUSE - WHITEHOUSE SUPPORT

## From TLG young person to Future Builder!

**D**anny's difficult upbringing and challenging domestic circumstances led to his mum moving with him to a new city in his teenage years.

The pain was deep-rooted, leading Danny to a life of crime and violence. Danny's anger began to fuel his temper and attitude, leading to exclusion from school. Thankfully he found himself referred to TLG.

Danny remembers his time fondly: "There was a genuine care at TLG, they honestly wanted to help me. TLG encouraged me to think there was more to life than trying to impress people, that I could be positive and put things right."

Danny now runs his own business 'CEG - Creating Effective Generations,' which provides support for young people involved in crime and sexual exploitation. Excitingly, CEG is now partnering with TLG as one of our corporate Future Builders.

**Find out more about how your business can join in with our corporate partnership schemes:**  
[tlg.org.uk/corporate](https://tlg.org.uk/corporate)



“

**This has been the best decision, especially as a past student. I want to be able to give back and support TLG - just as they did with me.**

”



**Danny Andrews, Owner at CEG**  
- Creating Effective Generations



## Crescer com Amigos – TLG in Portugal

Supported by TLG in the UK, TLG Portugal is a financially independent Voluntary Association in Portugal who have brought the support of the TLG Early Intervention programme to struggling children in Portugal since 2014.

TLG Portugal saw a lot of growth in 2023. This is the result of contacts that were made with dozens of church partners across the country. The large number of children supported exceeded all forecasts and expectations.

More and more churches are finding TLG is an excellent way to serve children and families in their community, and schools continue to be very receptive to Early Intervention Coaching. There have been many requests for greater involvement of volunteers in school life and volunteers have responded to this need by taking the opportunity to strengthen their relationship with the school community. TLG Portugal have therefore invested in greater support and resources to strengthen these partnerships.

TLG UK provide leadership strategy and governance support to TLG in Portugal. The sharing of expertise, resources and online systems is enabling high quality cost effective impact for children all across Portugal.

# 212

## Children supported overall



## Ana's story

When Ana immigrated to Portugal at the beginning of the school year she felt very shy and insecure both in the classroom and the playground. The cultural context and language barriers highlighted the gaps in her speech and writing. Ana's coach noticed her keen interest in drawing, and so started a creative writing project encouraging Ana to draw a story at first, moving on to writing first and then adding pictures to portray the story, as Ana grew in confidence. Together, Ana and her coach created a notebook with all the different stories they created as a backdrop for her drawings.

In the middle of the year, Ana visited a pre-school class to read one of her stories! Later, towards the end of the year, Ana started going to the younger class to help

out because she realised that she really enjoyed looking after the younger children, and the school supported her interest. At Easter, she created a postcard, which she gave to neighbours and friends of the school. Ana's growing confidence meant that the partner church had the privilege of hosting Ana and her brother at the children's holiday club.

**“Ana's coach noticed her keen interest in drawing, and so started a creative writing project encouraging Ana to draw a story**

**23**  
CRESCER COM  
AMIGOS CENTRES

**67**  
VOLUNTEER  
COACHES

**75**  
STRUGGLING  
CHILDREN  
RECEIVING  
COACHING





# Structure, Governance & Management

## Charity name:

Transforming Lives for Good (TLG) Ltd

## Charity number:

1074114 (England and Wales);  
SC050810 (Scotland)

## Company registration number:

03690871

## 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 (resigned 31/12/23)  
Simon Barrington, Vice Chair  
Simon Benham  
Victoria Fafalios  
Sheron Kantor Chair (appointed 01/01/24)  
John Kirkby  
Olusola Oladipo (resigned 31/12/23)  
Bethany Whitehouse (resigned 31/12/23)  
Jeremy Cooper (appointed 28/06/24)

## Secretary:

Joy Sicilia Oliveros  
(appointed 13 March 2023)

## Senior Leadership Team:

Tim Morfin  
Chief Executive  
Emily Alty  
Director of People and Culture  
Chris Blackham  
Director of Strategy and Programmes  
Paul Chenery  
Director of Innovation and Implementation  
Joy Sicilia Oliveros  
Director of Finance  
Sian Wrangles  
Director of National Development

## Auditors:

Forvis Mazars LLP  
5th Floor 3  
Wellington Place  
Leeds  
LS1 4AP

## Solicitors:

Osborne Clarke  
One London Wall  
Barbican  
London  
EC2Y 5EB

## Bankers:

Virgin Money  
14 Broadway  
Bradford  
BD1 1EZ

## Surveyors:

Eddisons  
10 Wellington Place  
Leeds  
LS1 4AP



## 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 eight 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 five other 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 to oversee day-to-day activity, line-manage staff and ensure high-quality 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 seven Church 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).

## 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, attending events, acting as a trustee, speaking at church services and offering advisory and prayerful support. In 2023, an amazing 1,696 volunteers gave their time to help TLG.

The strength of our volunteer network can be seen through the results of our 2023 survey of volunteers, where a remarkable 97% said that they are passionate about TLG's vision and 88% said that they would be likely to recommend TLG partnership to a friend or colleague. This year, following almost three full years of crisis response and programme adaptations as a result of the Covid pandemic and cost-of-living crisis, our overall Net Promoter Score (NPS) remains high, at +52. This score is well above average and represents good-to-excellent in industry standards, reflecting the attention to detail being paid to customer-centric processes and the agility with which we have navigated the past two years, ensuring our customer-focused approach becomes business as usual within Volunteer Programmes.

## 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 2023. 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 positive 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 relationship managers 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 Annual 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, social, educational and spiritual level.

As a charity, we have a range of KPIs and impact measurements which measure performance against our mission, strategic objectives and programme aims to ensure we are fulfilling our purpose according to our charitable objectives and overall vision. Our specific measures help staff and Trustees focus on results and work to achieve this.

### We collect a variety of data through different forms including:

- **TLG Golden Numbers** – A dashboard of our top performance measurements: unique number of children helped, engagement with the church community beyond programmes and number of meals served.
- **Departmental and programme KPIs** – monitoring monthly performance against agreed objectives with a focus on specific outputs, outcomes and impact, including number of children helped, volunteers trained, new partners, financial performance and many more.
- **Data, assessments and impact measurement** from external agencies such as schools, the Department for Education, consultancies 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 – pages 42–43.



## 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
<b>Child Protection and Safeguarding Incidents</b>	<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>TLG Staff</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 person provides a national lead.</li> <li>All staff must undertake safeguarding training.</li> <li>The following policies are in place:             <ol style="list-style-type: none"> <li>Child Protection policy.</li> <li>Staff code of conduct.</li> <li>Whistle Blowing policy.</li> <li>Staff acceptable use of IT policy.</li> </ol> </li> </ul> <p><b>Trustees</b></p> <ul style="list-style-type: none"> <li>Safer recruitment forms part of the induction process.</li> <li>All Trustees complete regular safeguarding training.</li> </ul>
<b>Compromise of information systems or data loss</b>	<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
<b>Compromise of information systems or data loss</b>	<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>
<b>Reduction in income</b>	<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 from TLG's ownership of Hope Park Workspaces.</p>
<b>National pandemic</b>	<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>
<b>Commercial – relating to Hope Park Workspaces</b>	<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>Leases and 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>
<b>Not demonstrating sufficient impact against the charitable objectives</b>	<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.</p>



Our gratitude to the below funders:



Lexi and Taiya from TLG Early Intervention



Financial Review



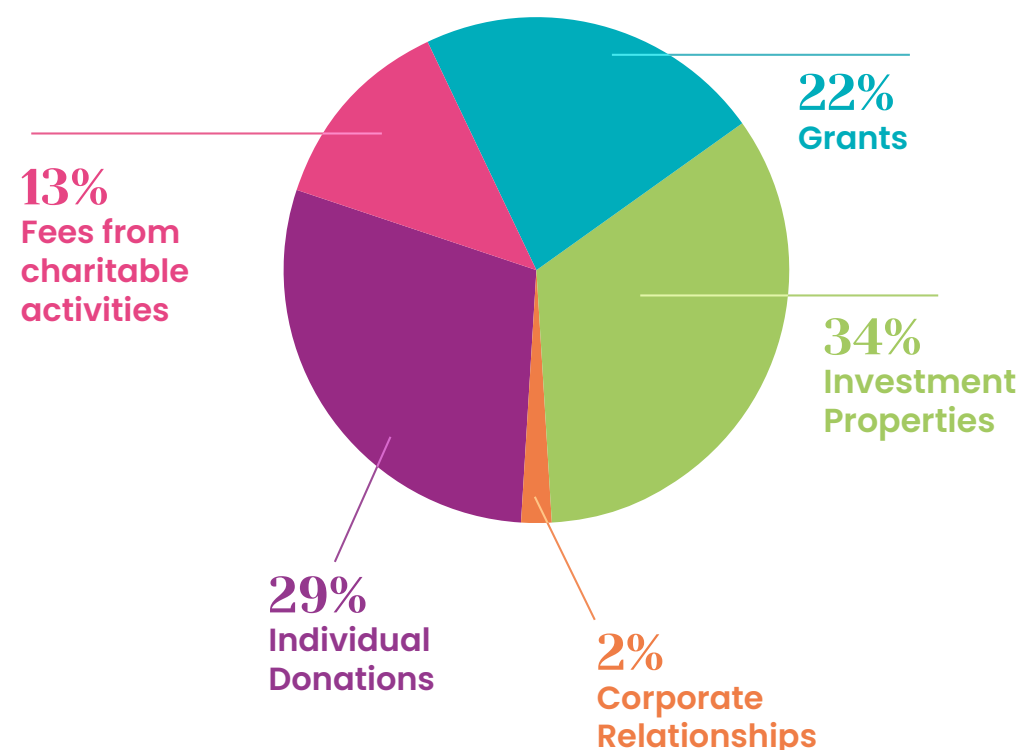
# Financial Review

## for the year ended 31 December 2023

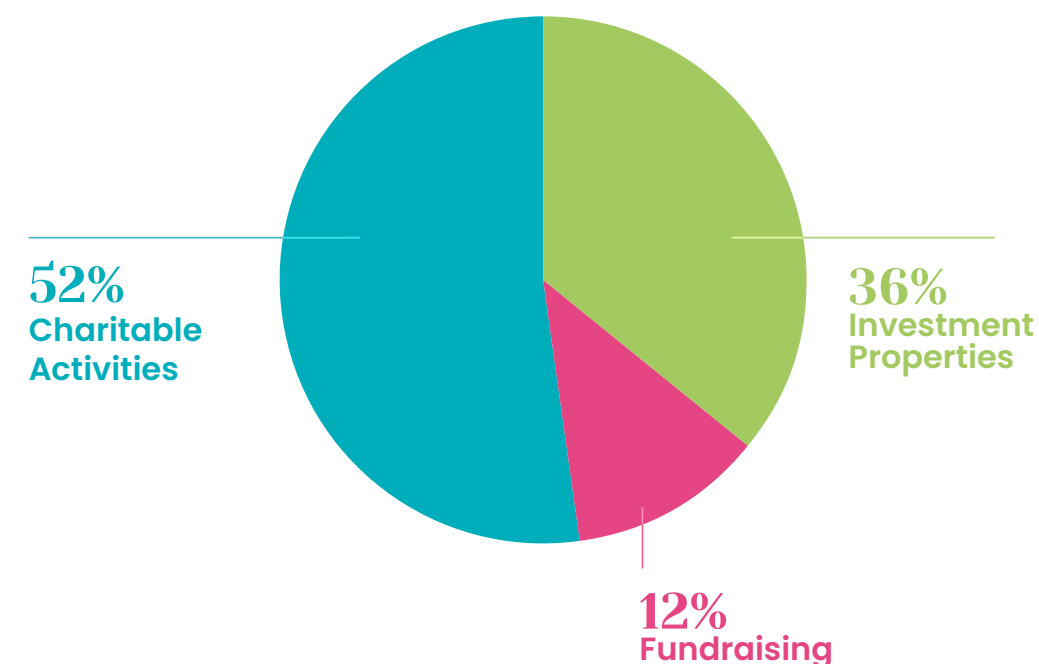
2023 has seen the completion of our strategic decision to close Education Centres whilst continuing to build awareness of our other programmes. We have kept our mission to help struggling children at the forefront of our activities and further adaptations made to respond to external factors which impacted the fundraising opportunities and cost base.

We express our gratitude to every individual, foundation and organisation that has donated to TLG in 2023. Your generosity has enabled the vital work that has been achieved in reaching and supporting some of the most vulnerable children, young people and families.

2023 INCOME SPLIT:



2023 EXPENDITURE SPLIT:



### Overview of annual finances for 2023

With the expected closure costs associated with the Education Centres, the continued impact of the pandemic and increased cost of living, TLG produced a deficit budget for the financial year.

The cash position has remained relatively static, with a small reduction of £41k due. This is a result of additional lending being taken to offset the one off closure costs of Education Centres.

Moving forward, we have budgeted for a surplus in 2024 to ensure we not only meet our financial obligations but also allow for the continued impact of external factors such as increasing energy prices, high interest rates and Cost of Living.

### Note on Support Costs

When analysing the accounts, it may appear our support costs are slightly higher than usual (Note 10) but there are a couple of reasons worth noting which are:

- **Investment Properties** – As a charity, we have three investment properties, two which are freehold properties, one owned by TLG and the other owned by a subsidiary of TLG (Hope Park Business Centres Limited). The third is a leasehold property, operated by a subsidiary of TLG (Hope Park Workspaces (Salford Quays) Limited). All properties have been taken on to generate income for the charity.
- A significant proportion of our investment properties expenditure are currently allocated within the charity's central costs.



- **TLG Education Centres** – In October, we took the decision to bring our Education Centre programme to an end, with that change in our strategy implemented fully by the end of March 2023. As part of our strategy, we no longer provide full time education to excluded 11-16 year olds but we are still working with the same beneficiary group through our different programmes. The closure of Education centres has contributed to an annual saving of circa £400k (including direct and significant support costs) and puts TLG in a much stronger financial position, but there are some legacy costs associated here.
- **Future Growth**  
The TLG model is sustainable over the long term as it achieves significant economies of scale as we grow and replicate our programmes without having to continue adding significant overheads, management costs or employed staff. With strong growth plans for our current programmes and a potential new programme in the future, we already have a strong foundation and capacity to build upon and don't anticipate central costs significantly increasing in the future.

## Funds and Reserves

In the 2023 accounts, there is a total funds on the Balance Sheet of £3,109,865, which is :

- £52,399 is restricted funds
- £3,057,465 is unrestricted reserves

When looking at the 2023 consolidated statement and/or balance sheet, it looks like we are potentially holding a high level of free reserves within our unrestricted funds, however, the majority of this is held within fixed assets (property) leaving £873,437 of free reserves.

The Freehold property owned by TLG entity is classed as a mixed-use property with 89% to generate income to enable the long-term sustainability of the charity through subletting premium office space and meeting rooms. TLG occupies the remaining 11% of the property for our charitable activities. The subsidiary companies are also used to generate income for the charity in the same way and is 100% sublet office space. It is worth noting that we do not own the buildings outright and that there is also a loan with Charity bank associated with these properties.

Please see note 23 within the financial statements of the annual accounts for more detailed information.

## How TLG benefits from Hope Park

Beyond the financial contribution, there are number of ways TLG benefits which include:

- Both freehold investment properties generate a surplus of £266k to TLG (£25k Hope Park) on an annual basis, the leasehold property taken on in Autumn 2023 is expected to contribute in excess of £250k on an annual basis.
- The freehold property owned by TLG acts as our National Support Centre and provides office space, meeting rooms and training space for our Staff Team. The servicing of this space is entirely managed and funded by the trading subsidiary which means that beyond the cash contribution to the charity, there is a significant benefit in cost savings on property management and rent.
- There are additional benefits with the businesses located within the buildings, increasing awareness of our charity and it's much needed activity with a number of tenants making financial donations to TLG in addition to the rent.

- Over the longer term, it continues to help us build up our unrestricted reserves through the appreciation of fixed assets and diversify of our income in a way that we wouldn't otherwise be able to.

## Reserves Policy and Current level of free reserves

Acknowledging that the Trustees are keen to base their grant-making decisions on up to-date financial information, TLG's reserve policy is to hold the equivalent of three times monthly salary costs. As a result of closing our Education Centre programme during 2022/23, our salary costs were significantly reduced with three times monthly salary costs at the end of 2023 was £343,011 and our free reserves at the end of 2023 were £873,437.

There are no Designated Funds at the end of 2023. Of the total funds £52,399 is restricted reserves at the end of 2023.

## Funding need for the future and Funding mix

The impact of the cost of living crisis continues to affect a vast number of people, leading to an increase in poverty and mental health needs, meaning the support of TLG's programmes is needed to a greater level than ever before. In 2024 we will seek to expand the impact of our current programmes, and research other opportunities that will enable us to increase our reach and offering of support. To achieve this we will seek funding through grants, corporate partnerships and donations from individuals alongside stewarding our investment centres well to maximise the income available from them to support the work of TLG.

We understand importance of growing sustainably and therefore will continue to invest in more sustainable forms of income within a strong 'funding mix'. Whilst we will continue to access valued funding through grants, a key priority for the charity is to continue to invest in our regular giving strategy from individuals, churches and organisations, maintain and grow our strong record of accessing Trusts, Foundations and Corporate Partners, in addition to the income from our three investment properties. Additionally, we will continue to keep our overheads low, ensuring that we are maximising our strong existing infrastructure, established management structures and staff teams.

## 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 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 2023. Details of Trustees' expenses and related party transactions are disclosed in note 12 and 13 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 2023 (2022: One).

## Grants made

During the year TLG made grants in respect of Meals & More and Boxes of Hope which were for the provision of food, household essentials and wellbeing resources to support children and families facing food insecurity. The grants were made within an agreed strategy with spending restrictions and subsequent reporting to monitor impact. Further information can be found in Note 9 of the accounts.



### Grants received

FRS102 accounting rules regarding multi-year grants mean that £513,029 of accrued income recognised in 2023 has been pledged to us, but the actual income will only be received in future years. There has also been £564,070 of donation income actually received in 2023 which, in accordance with FRS102 rules, has already been recognised in previous years. This is a difference of £51,041. Therefore, when not allowing for FRS102 rules, the income actually received in 2023 would be £3,518,471 (£3,467,430 less £513,029 plus £564,070).

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Approved by order of the members of the board of Trustees on 17th July 2024 and signed on their behalf by:



SHERON KANTOR  
CHAIR OF TRUSTEES

# TLG Financial Statements

FOR THE YEAR ENDING 31 DECEMBER 2023



Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

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Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

Statement of Trustees' Responsibilities

The trustees, who are also directors of Transforming Lives for Good (TLG) Ltd for the purposes of company law, are responsible for preparing the Trustees' Annual 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 year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in operation.

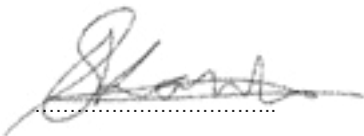
The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the board of Trustees and signed on its behalf on 17<sup>th</sup> July 2024 by:



S Kantor



# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Independent Auditor’s Report to the Trustees of Transforming Lives for Good (TLG) Ltd.

### Opinion

We have audited the financial statements of Transforming Lives For Good (TLG) Ltd (the ‘parent charity’) and its subsidiary (‘the group’) for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, Charity Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

### Basis for opinion

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

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees’ 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 or the charity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Independent Auditor’s Report to the Trustees of Transforming Lives for Good (TLG) Ltd.

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the 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 financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees’ Report which includes 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 included within the Trustee’s Report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors’ report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements 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  
Year ended 31 December 2023

Independent Auditor’s Report to the Trustees of  
Transforming Lives for Good (TLG) Ltd.

As explained more fully in the Trustees’ Responsibilities Statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

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

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. Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: Charities Act 2011, UK tax legislation, anti-bribery, corruption and fraud and money laundering.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the Companies Act 2006 and the Charities Statement of Recommended Practice.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the Charities Act 2011 the Charities Statement of Recommended Practice, UK tax legislation, pensions legislation, employment regulation and the Companies Act 2006.

In addition, we evaluated the trustees’ and management’s incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to revenue recognition (which we pinpointed to the cut-off assertion), the classification of income & expenditure, the classification of mixed-use property, the valuation of investment property and significant one-off or unusual transactions.

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

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;

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Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Independent Auditor’s Report to the Trustees of  
Transforming Lives for Good (TLG) Ltd.

- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

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

Michael Speight  
Michael Speight (Aug 7, 2024 13:12 GMT+1)

Michael Speight (Senior Statutory Auditor) for and on behalf of Forvis Mazars LLP  
Chartered Accountants and Statutory Auditor

5<sup>th</sup> Floor  
3 Wellington Place  
Leeds  
LS1 4AP

Date: 07-Aug-2024



# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Consolidated Statement of Financial Activities (including Income and Expenditure Account)

	Notes	Unrestricted funds £	Restricted funds £	Revaluation reserve £	2023 Total Funds £	2022 Total Funds £
<b>Income From:</b>						
Donations and legacies	3	1,537,525	296,758	-	1,834,283	2,338,099
Charitable activities	5	442,842	-	-	442,842	1,437,968
Investments	4	1,189,598	-	-	1,189,598	964,732
Other income	6	706	-	-	706	4,596
<b>Total income</b>		<b>3,170,672</b>	<b>296,758</b>	<b>-</b>	<b>3,467,430</b>	<b>4,745,395</b>
<b>Expenditure on:</b>						
<i>Raising funds</i>						
Costs of generating donations and legacies	7a	(390,886)	-	-	(390,886)	(441,802)
Costs of trading activities	7b	(1,227,918)	-	-	(1,227,918)	(992,468)
Total raising funds	7	(1,618,804)	-	-	(1,618,804)	(1,434,270)
Charitable activities	8	(1,634,472)	(561,750)	-	(2,196,222)	(3,527,727)
<b>Total Expenditure</b>		<b>(3,253,276)</b>	<b>(561,750)</b>	<b>-</b>	<b>(3,815,025)</b>	<b>(4,961,997)</b>
(Loss)/gain on revaluation of fixed assets		-	-	(32,417)	(32,417)	18,450
Unrealised (loss)/gain on investments		-	-	(432,583)	(432,583)	260,562
<b>Net income in funds</b>		<b>(82,604)</b>	<b>(264,992)</b>	<b>(465,000)</b>	<b>(812,596)</b>	<b>62,410</b>
Transfers between funds						-
<b>Net movement in funds</b>		<b>(82,604)</b>	<b>(264,992)</b>	<b>(465,000)</b>	<b>(812,596)</b>	<b>62,410</b>
<b>Reconciliation of funds</b>						
Total funds brought forwards		2,791,470	317,391	813,600	3,922,461	3,860,051
Total funds carried forwards		<b>2,708,866</b>	<b>52,399</b>	<b>348,600</b>	<b>3,109,865</b>	<b>3,922,461</b>

All amounts relate to continuing operations, other than that relating to the Education Centres which ceased operation within TLG in March 2023, with Income of £301,367 and Expenditure of £665,984 included in charitable activities in the above schedule. The consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 64-90 form part of these financial statements.

# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Charity Statement of Financial Activities (including Income and Expenditure Account)

	Notes	Unrestricted funds £	Restricted funds £	Revaluation reserve £	2023 Total Funds £	2022 Total Funds £
<b>Income From:</b>						
Donations and legacies	3	1,537,525	296,758	-	1,834,283	2,338,099
Charitable activities	5	442,842	-	-	442,842	1,437,968
Investments	4	936,321	-	-	936,321	745,105
Other income	6	14,584	-	-	14,584	31,906
<b>Total income</b>		<b>2,931,272</b>	<b>296,758</b>	<b>-</b>	<b>3,228,030</b>	<b>4,553,078</b>
<b>Expenditure on:</b>						
<i>Raising funds</i>						
Costs of generating donations and legacies	7a	(390,886)	-	-	(390,886)	(441,802)
Costs of trading activities	7b	(932,877)	-	-	(932,877)	(798,424)
Total raising funds	7	(1,323,763)	-	-	(1,323,763)	(1,240,226)
Charitable activities	8	(1,634,572)	(561,750)	-	(2,196,322)	(3,527,727)
<b>Total Expenditure</b>		<b>(2,958,335)</b>	<b>(561,750)</b>	<b>-</b>	<b>(3,520,085)</b>	<b>(4,767,953)</b>
(Loss)/gain on revaluation of fixed assets		-	-	(32,417)	(32,417)	18,450
Unrealised gain/(loss) on investments		-	-	(352,583)	(352,583)	140,562
<b>Net income in funds</b>		<b>(27,063)</b>	<b>(264,992)</b>	<b>(385,000)</b>	<b>(677,056)</b>	<b>(55,863)</b>
Transfers between funds						
<b>Net movement in funds</b>		<b>(27,063)</b>	<b>(264,992)</b>	<b>(385,000)</b>	<b>(677,056)</b>	<b>(55,863)</b>
<b>Reconciliation of funds</b>						
Total funds brought forwards		2,911,562	317,391	336,084	3,565,037	3,620,900
Total funds carried forwards		<b>2,884,499</b>	<b>52,399</b>	<b>(48,916)</b>	<b>2,887,981</b>	<b>3,565,037</b>

All amounts relate to continuing operations, other than that relating to the Education Centres which ceased operation within TLG in March 2023, with Income of £301,367 and Expenditure of £665,984 included in charitable activities in the above schedule. The consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 64-90 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

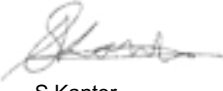
Year ended 31 December 2023

Consolidated Balance Sheet

	Notes	£	2023 £	£	2022 £
<b>Fixed Assets</b>					
Intangible Assets	16		43,071		61,762
Tangible Assets	17		551,841		566,028
Investment Property	19		5,908,366		6,340,949
			<u>6,503,277</u>		<u>6,968,739</u>
<b>Current Assets</b>					
Debtors	20	946,478		1,068,296	
Cash at bank and in hand		<u>428,724</u>		<u>470,221</u>	
		1,375,202		1,538,517	
<b>Current Liabilities</b>					
Creditors: Amounts due within one year	21	(858,690)		(602,011)	
<b>Net current assets</b>					
			516,512		936,506
<b>Total assets less current liabilities</b>					
			<u>7,019,789</u>		<u>7,905,245</u>
<b>Current Liabilities</b>					
Creditors: Amounts due over one year	22	(3,909,923)		(3,817,424)	
Provisions	24	-		(165,360)	
<b>Net assets</b>					
			<u>3,109,865</u>		<u>3,922,461</u>
<b>Reconciliation of funds</b>					
<b>Unrestricted funds</b>					
Accumulated fund	26		2,884,499		2,911,562
Funds retained in Trading subsidiaries			(175,633)		357,424
Designated funds			-		-
Revaluation reserve			<u>348,600</u>		<u>336,084</u>
<b>Total unrestricted funds</b>					
			3,057,465		3,605,070
Restricted funds			<u>52,399</u>		<u>317,391</u>
<b>Total funds</b>					
			<u>3,109,865</u>		<u>3,922,461</u>

Note: There is a restatement applied to the 2022 figures to show the revaluation reserve from the trading subsidiary in the correct line within the funds reconciliation.

The financial statements were approved and authorised for issue by the Trustees on 17<sup>th</sup> July 2024 and signed on their behalf by:



S Kantor  
Director


Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

Charity Balance Sheet as at 31 December 2023

	Notes	£	2023 £	£	2022 £
<b>Fixed Assets</b>					
Intangible Assets	16		43,071		61,762
Tangible Assets	17		512,394		537,011
Investments	18		200		100
Investment Property	19		4,368,366		4,720,949
			<u>4,924,030</u>		<u>5,319,822</u>
<b>Current Assets</b>					
Debtors	20	2,189,192		2,291,641	
Cash at bank and in hand		<u>350,211</u>		<u>462,175</u>	
		2,539,403		2,753,816	
<b>Current Liabilities</b>					
Creditors: Amounts due within one year	21	(665,529)		(525,817)	
<b>Net current assets</b>					
			1,873,874		2,227,999
<b>Total assets less current liabilities</b>					
			<u>6,797,905</u>		<u>7,547,821</u>
<b>Current Liabilities</b>					
Creditors: Amounts due over one year	22	(3,909,923)		(3,817,424)	
Provisions	24	-		(165,360)	
<b>Net assets</b>					
			<u>2,887,981</u>		<u>3,565,037</u>
<b>Reconciliation of funds</b>					
<b>Unrestricted funds</b>					
Accumulated fund	26		2,884,499		2,911,562
Designated funds			-		-
Revaluation reserve			<u>(48,916)</u>		<u>336,084</u>
<b>Total unrestricted funds</b>					
			2,835,582		3,247,646
Restricted funds			<u>52,399</u>		<u>317,391</u>
<b>Total funds</b>					
			<u>2,887,981</u>		<u>3,565,037</u>

The financial statements were approved and authorised for issue by the Trustees on 17<sup>th</sup> July 2024 and signed on their behalf by:



S Kantor  
Director



Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Consolidated Statement of Cash Flows for the year ended  
31 December 2023

Reconciliation of net income to net cash flow from operating activities

	Note	Group	
		2023 Total funds £	2022 Total funds £
Net (expenditure)/income for the reporting period (as per the statement of financial activities)		(812,596)	62,410
Adjustments for:			
Revaluation of fixed assets	17	32,417	(18,450)
Revaluation of investment property	29	432,583	(260,562)
Amortisation	16	22,721	22,469
Depreciation charge	17	63,889	80,008
(Profit)/loss on disposal of tangible fixed assets		27,560	8,146
(Increase)/decrease in debtors	20	121,818	(217,935)
Increase/(decrease) in creditors	21,22	(14,252)	62,467
Increase/(decrease) in provisions	24	(165,360)	165,360
Finance costs		297,262	173,431
<b>Net cash provided by operating activities</b>		<b>6,042</b>	<b>77,344</b>
<b>Cash flows from investing activities:</b>			
Purchase of tangible assets	17	(109,677)	(69,113)
Purchase of intangible assets		(4,029)	-
Purchase of investment property	18	-	(1,514)
<b>Net cash provided by (used in) investing activities</b>		<b>(113,706)</b>	<b>(70,627)</b>
<b>Cash flows from financing activities:</b>			
Interest paid		(297,262)	(173,431)
Repayments of loans		(136,570)	(158,552)
New loans taken out		500,000	-
<b>Net cash provided by (used in) financing activities</b>		<b>66,168</b>	<b>(331,983)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(41,497)</b>	<b>(325,266)</b>
Cash and cash equivalents at the beginning of the reporting period		470,221	795,487
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>428,724</b>	<b>470,221</b>

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements

1. General Information

The entity is an incorporated registered charity governed by their constitution.

Registered address:  
Transforming Lives for Good (TLG) Ltd  
Hope Park Business Park  
Bradford  
BD5 8HH

2. Accounting Policies

General information and basis of preparation

Transforming Lives for Good (TLG) Ltd is Company Limited by Guarantee registered in England & Wales. 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. The address of the registered office is given in note 1 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Transforming Lives For Good (TLG) Ltd meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

The consolidated financial statements include the financial statements of the charity and its subsidiary undertakings made up to 31 December 2023. TLG took on a second subsidiary undertaking in the financial year ending 31 December 2023.

Funds

Unrestricted funds 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 cost 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.

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

Income recognition

Donations are recognised in the charity when it has been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity, and it is probable that they will be fulfilled.

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 is 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.

No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

Investment income is earned through bank interest received and rental income. It is included when the amount can be measured reliably. Rent income is recognised as the charity's right to receive payment is established.

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.

Expenditure recognition

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 the sum 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 to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient of the grant is notified, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

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 estimated useful lives are as follows:

Computer software	-	4 years
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Assets in the course of construction are included as costs incurred to date. Amortisation on these assets is not charged until they are brought into use.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Individual fixed assets costing more than £500 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold property	-	50 years
Leasehold property improvements	-	4 years
Equipment	-	4 years
IT Equipment	-	4 years
Fixtures and fittings	-	6 years

The Useful Economic Life of fixtures and fittings was reviewed in 2023, and increased to 6 years (previously 4 years) which is considered to be a more accurate assessment.

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 fair value at the reporting end date. The surplus or deficit on revaluation is recognised in the Consolidated Statement of Financial Activities.

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.

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.



Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

Notes to the Financial Statements (continued)

Liabilities

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.

Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Provisions

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.

Defined contribution pension obligation

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the company has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expenses when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Defined benefit pension obligation

The Teachers' Pension Scheme ('TPS') is an unfunded scheme and contributions are calculated in order to spread the cost of pensions over employees' working lives with the company 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 quinquennial valuations using a prospective benefit method. As stated in the notes to the financial statements, the TPS is a multi-employer scheme, and the company is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

Tax – Charity

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Tax – Trading subsidiary

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current Corporation tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Deferred tax is recognised in respect of all timing differences between taxable profits and profits reported in the financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

Notes to the Financial Statements (continued)

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, making consideration of plausible factors that could impact negatively on the financial performance of TLG, in addition to 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 as the trustees believe that no material uncertainties exist.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

Valuation of investment and freehold property

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.

Mixed use

A judgement has been made to split the property value between investment property and freehold property based upon the space used by the Group compared to the area rented externally.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

Financial Instruments

Financial assets

Basic financial assets, including trade and other receivables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest for a similar asset. Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss and any subsequent reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### Financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

#### 3. Income from Donations and Legacies

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Donations and legacies	992,701	1,028,953	992,701	1,028,953
Grants, including capital grants	841,582	1,309,146	841,582	1,309,146
	<u>1,834,283</u>	<u>2,338,099</u>	<u>1,834,283</u>	<u>2,338,099</u>

Included Grants is £296,758 (2022 - £503,893) of restricted income.

#### 4. Income from Investments

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Income from property	1,144,241	962,057	836,724	692,931
Interest receivable and similar income	41,185	2,675	95,425	45,725
Other investment income	4,172	-	4,172	6,449
	<u>1,189,598</u>	<u>964,732</u>	<u>936,321</u>	<u>745,105</u>

All income from investments was unrestricted in the current and preceding year.

#### 5. Income from Charitable Activities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
TLG Volunteer Programmes	133,146	134,822	133,146	134,822
TLG Therapeutic Support	8,329	6,262	8,329	6,262
TLG Education Centres	301,367	1,296,884	301,367	1,296,884
	<u>442,842</u>	<u>1,437,968</u>	<u>442,842</u>	<u>1,437,968</u>

All income from charitable activities was unrestricted in the current preceding year.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 6. Other income

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Other incoming resources	706	3,163	706	3,163
Government grants receivable	-	1,433	-	-
Management charges receivable	-	-	13,878	28,743
	<u>706</u>	<u>4,596</u>	<u>14,584</u>	<u>31,906</u>

All other income was unrestricted in the current and preceding year.

#### 7. Expenditure on raising funds

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Costs of generating donations and legacies	390,886	441,802	390,886	441,802
Costs of trading activities	1,227,918	992,468	932,877	798,424
	<u>1,618,804</u>	<u>1,434,270</u>	<u>1,323,763</u>	<u>1,240,226</u>

#### A.) Costs of generating donations and legacies

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Direct fundraising costs	100,381	23,514	100,381	23,514
Staff costs	179,923	224,986	179,923	224,986
Allocated support costs	110,581	193,302	110,581	193,302
	<u>390,886</u>	<u>441,802</u>	<u>390,886</u>	<u>441,802</u>

Included within costs of generating donations and legacies is £0 (2022 - £6,232) of restricted expenditure.

#### B.) Costs of trading activities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Direct property costs	749,191	523,755	607,471	469,356
Staff costs	173,437	155,258	-	-
Property management costs	28,260	31,042	122,746	111,697
Allocated support costs	277,029	282,413	202,659	217,371
	<u>1,227,918</u>	<u>992,468</u>	<u>932,877</u>	<u>798,424</u>

Included within costs of trading activities is £0 (2022 - £2,999) of restricted expenditure.



# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 8. Expenditure on Charitable Activities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
<b>TLG Volunteer Programmes</b>				
Activities undertaken directly	244,602	193,338	244,702	193,338
Grant funding of activities	71,426	23,176	71,426	23,176
Staff costs	754,692	613,293	754,692	613,293
Allocated support costs	401,336	193,788	401,336	193,788
<b>TLG Therapeutic Support</b>				
Activities undertaken directly	11,900	20,547	11,900	20,547
Staff costs	64,919	74,324	64,919	74,324
Allocated support costs	32,014	82,956	32,014	82,956
<b>TLG Education Centres</b>				
Activities undertaken directly	170,425	539,955	170,425	539,955
Grant funding of activities	-	365	-	365
Staff costs	285,712	1,275,235	285,712	1,275,235
Allocated support costs	159,195	510,750	159,195	510,750
	<u>2,196,222</u>	<u>3,527,727</u>	<u>2,196,322</u>	<u>3,527,727</u>

Included within charitable activities is £561,750 (2022 - £524,544) of restricted expenditure.

#### 9. Analysis of Grants Paid

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
TLG Volunteer Programmes	71,426	23,176	71,426	23,176
TLG Education Centres	-	365	-	365
	<u>71,426</u>	<u>23,541</u>	<u>71,426</u>	<u>23,541</u>

During the year, Transforming Lives for Good (TLG) Ltd made grants totaling £28,000 (2022: £21,176) to other entities. These grants were in respect of Meals & More and are for the provision of food, household essentials and wellbeing resources to support children and families facing food insecurity.

Grants totaling £29,654 (2022: £2,000) were paid to individuals during the year in respect of Boxes of Hope, these grants are also for the provision food, household essentials and wellbeing resources to support children and families facing food insecurity. The Individual grants paid were between £100 and £1,500.

Grants totaling £365 were paid to Educations Centre's in 2022 to support their activities.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 10. Support costs allocated to raising funds and charitable activities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Gross Wages	469,859	524,084	469,859	524,084
Employers NIC	36,360	52,851	36,360	52,851
Pension	46,005	96,612	46,005	96,612
IT Support Costs	112,087	123,976	104,002	117,855
Training and Recruitment	32,894	88,917	32,894	88,917
Travel	43,447	20,927	43,447	20,927
Premises Expenses	5,171	11,262	-	2,033
Insurance	16,170	14,577	16,170	14,577
Cleaning	17,241	16,232	-	-
Telephone	26,307	27,865	15,784	21,710
Other Support Costs	57,904	124,395	51,075	117,710
Consultancy	19,413	30,179	15,814	29,105
Legal & Professional fees	12,883	10,006	11,978	9,708
Audit fees	30,750	31,378	22,750	23,378
Bad debts written off	125	(4,211)	-	-
(Profit)/loss on disposal of assets	2,188	16,253	2,188	16,253
Depreciation	51,628	77,906	37,459	62,447
	<u>980,433</u>	<u>1,263,209</u>	<u>905,786</u>	<u>1,198,167</u>

#### Allocation of support costs

Costs of generating donations and legacies	110,581	193,302	110,581	193,302
Costs of trading activities	277,306	282,413	202,659	217,371
TLG Volunteer Programmes	401,336	193,788	401,336	193,788
TLG Therapeutic Support	32,014	82,956	32,014	82,956
TLG Education Centres	159,195	510,750	159,195	510,750
	<u>980,433</u>	<u>1,263,209</u>	<u>905,786</u>	<u>1,198,167</u>

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

Included within support costs is £12,460 (2022 - £47,322) of restricted expenditure, allocated to the appropriate activity type.

#### 11. Auditors' remuneration

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Audit of the financial statements	35,000	31,378	22,750	23,378
	<u>35,000</u>	<u>31,378</u>	<u>22,750</u>	<u>23,378</u>

#### 12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits from the group.

During year 3 Trustees (2022 - 2 Trustees) were reimbursed for expenses incurred on behalf of the Charity to the sum of £316 (2022 - £425). These expenses relate to travel costs to attend Trustees meetings in addition to postal costs.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 13. Analysis of staff costs and the cost of key management

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Salaries and wages	1,706,946	2,536,886	1,559,282	2,407,284
Social security costs	133,421	220,529	123,595	213,253
Pension costs	167,029	257,075	153,782	240,847
Other staff costs	2,701	2,152	-	-
	<u>2,010,096</u>	<u>3,016,642</u>	<u>1,836,659</u>	<u>2,861,384</u>

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

	Group		Charity	
	2023	2022	2023	2022
	No.	No.	No.	No.
Bands:				
£60,001 - £70,000	1	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

The number of staff who received in excess of £60,000 to whom retirement benefits are accruing under defined contributions schemes was 1 (2022 - 1)

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Employer's pension contributions to defined contribution schemes in respect of the employees receiving in excess of £60,000	10,421	13,410	10,421	13,410
	<u>10,421</u>	<u>13,410</u>	<u>10,421</u>	<u>13,410</u>

The key management personnel of the group comprise the trustee directors, CEO, and operational directors of the charity and the directors of Hope Park Business Centres Limited. The total employee benefits of the group were £413,514 (2022 - £421,107).

#### 14. Average number of employees

	Group		Charity	
	2023	2022	2023	2022
	No.	No.	No.	No.
TLG Volunteer Programmes	15	14	15	14
TLG Therapeutic Support	2	5	2	5
TLG Education Centres	9	32	9	32
Fundraising & Partnerships	8	11	8	11
National Development	9	7	9	7
Centre Support, Teaching & Learning	2	11	2	11
Commercial & Other Support Staff	20	23	16	19
	<u>65</u>	<u>103</u>	<u>61</u>	<u>99</u>

The average number of trustees, who act in a voluntary capacity, during the year was 8 (2022: 8).

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 15. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Any profits generated from the Trading subsidiaries will be gifted up to the Parent Charitable Organisation

#### 16. Intangible assets

	Computer Software	Total
	£	£
<b>Group and Charity</b>		
<b>Cost</b>		
At 1 January 2023	89,875	89,875
Additions	4,029	4,029
As at 31 December 2023	<u>93,904</u>	<u>93,904</u>
<b>Amortisation</b>		
At 1 January 2023	28,113	28,113
Charge for the year	22,721	22,721
As at 31 December 2023	<u>50,834</u>	<u>50,834</u>
<b>Net book value</b>		
As at 31 December 2023	<u>43,071</u>	<u>43,071</u>
As at 31 December 2022	<u>61,762</u>	<u>61,762</u>

#### 17. Tangible fixed assets

	Freehold property	Leasehold property improvements	Equipment	Fixtures and fittings	Total
	£	£	£	£	£
<b>Group</b>					
<b>Cost</b>					
At 1 January 2023	434,051	167,194	616,558	21,537	1,239,340
Additions	-	-	29,492	80,185	109,677
Disposals	-	(167,194)	(430,772)	(7,682)	(605,648)
Fair Value Adjustment	(32,417)	-	-	-	(32,417)
As at 31 December 2023	<u>401,634</u>	<u>-</u>	<u>215,278</u>	<u>94,041</u>	<u>710,952</u>
<b>Depreciation</b>					
At 1 January 2023	5,526	151,784	511,834	4,167	673,311
Charge for the year	8,681	2,322	47,279	5,607	63,889
Disposal	-	(154,106)	(422,865)	(1,117)	(578,088)
As at 31 December 2023	<u>14,207</u>	<u>-</u>	<u>136,248</u>	<u>8,657</u>	<u>159,112</u>
<b>Net book value</b>					
As at 31 December 2023	<u>387,427</u>	<u>-</u>	<u>79,030</u>	<u>85,384</u>	<u>551,841</u>
As at 31 December 2022	<u>428,525</u>	<u>15,410</u>	<u>104,724</u>	<u>17,370</u>	<u>566,029</u>



## Transforming Lives for Good (TLG) Ltd

### Year ended 31 December 2023

#### Notes to the Financial Statements (continued)

##### 17. Tangible fixed assets (continued)

Charity	Freehold property £	Leasehold property improvements £	Equipment £	Fixtures and fittings £	Total £
<b>Cost</b>					
At 1 January 2023	434,051	167,194	529,009	21,537	1,151,791
Additions	-	-	21,207	63,762	84,969
Disposals	-	(167,194)	(409,853)	(7,682)	(584,729)
Fair Value Adjustment	(32,417)	-	-	-	(32,417)
As at 31 December 2023	401,634	-	140,363	77,617	619,614
<b>Depreciation</b>					
At 1 January 2023	5,526	151,784	453,302	4,167	614,779
Charge for the year	8,681	2,322	33,000	5,607	49,610
Disposals	-	(154,106)	(401,946)	(1,117)	(557,169)
As at 31 December 2023	14,207	-	84,356	8,657	107,220
<b>Net book value</b>					
As at 31 December 2023	387,427	-	56,007	68,960	512,394
As at 31 December 2022	428,525	15,410	75,707	17,370	537,012

Freehold properties for the group were revalued as at 31 December 2023, following valuation performed in February 2024 by external valuer Eddison's incorporating Taylors Business Surveyors Chartered Surveyors, at open market value in accordance with RICS Valuation Professional Standards January 2022 incorporating IVSC Valuation Standards. Valuations are carried out on the basis of Market Value as defined in Valuation Practice Statements VPS 4.1.2.

##### 18. Investments

Charity	Investments in subsidiary companies £
<b>Cost</b>	
At 1 January 2023	100
New investment into Hope Park Workspaces (Salford Quays)	100
As at 31 December 2023	200

The Charity owns 100% of the £1 ordinary shares issued in Hope Park Business Centres Limited (Company number 09851811), the investment is £100 (2022 – £100) and Hope Park Workspace (Salford Quays) (Company number 11802201). The investment in each company represents 100 ordinary shares of £1 each which is wholly owned, called up and fully paid. The results of both Hope Park Business Centres Limited and Hope Park Workspaces (Salford Quays) are consolidated in these financial statements.

All subsidiaries are incorporated and registered in England and Wales.

## Transforming Lives for Good (TLG) Ltd

### Year ended 31 December 2023

#### Notes to the Financial Statements (continued)

##### Turnover and assets of subsidiary

	2023 £	2022 £
<b>Hope Park Business Centres</b>		
Turnover	442,317	382,256
Expenditure	(455,849)	(383,983)
Unrealised gain/(loss) on investments	(80,000)	120,000
Profit for the financial year	(93,532)	118,273
<b>Assets</b>	1,584,833	1,696,834
<b>Liabilities</b>	(1,320,840)	(1,339,310)
<b>Net assets</b>	<b>263,993</b>	357,524
	<b>2023 £</b>	<b>2022 £</b>
<b>Hope Park Workspaces (Salford Quays)</b>		
Turnover	17,910	-
Expenditure	(60,019)	-
Unrealised gain/(loss) on investments	-	-
Profit for the financial year	(42,109)	-
<b>Assets</b>	99,168	-
<b>Liabilities</b>	(141,177)	-
<b>Net assets</b>	<b>(42,009)</b>	-

##### 19. Investment Property

Freehold Investment Property	Group £	Charity
<b>Valuation</b>		
At 1 January 2023	6,340,949	4,720,949
Fair Value adjustment	(432,583)	(352,583)
<b>At 31 December 2023</b>	<b>5,908,366</b>	<b>4,368,366</b>

Properties for the group were revalued as at 31 December 2023, following valuation performed in February 2024 by external valuer Eddison's incorporating Taylors Business Surveyors Chartered Surveyors, at open market value in accordance with RICS Valuation Professional Standards January 2022 incorporating IVSC Valuation Standards. Valuations are carried out on the basis of Market Value as defined in Valuation Practice Statements VPS 4.1.2.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 20. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
<b>Amounts falling within one year</b>				
Trade debtors	31,224	76,178	30,119	71,409
Amounts owed by group undertakings	-	-	1,268,855	1,249,153
Prepayments	59,958	94,039	53,261	81,331
Accrued income	789,061	848,433	789,061	840,102
Other debtors	66,236	49,646	47,996	49,646
	<u>946,478</u>	<u>1,068,296</u>	<u>2,189,292</u>	<u>2,291,641</u>
<b>Amounts falling due after more than one year</b>				
Amounts owed by group undertakings	-	-	952,192	1,171,816
Accrued income	405,713	405,000	405,713	405,000
	<u>405,713</u>	<u>405,000</u>	<u>1,357,905</u>	<u>1,576,816</u>

Within the group and charity accrued income is £789,060 (2022 - £840,102) in respect of multi-period grants.

#### 21. Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
<b>Amounts falling within one year</b>				
Bank loans	409,424	138,494	409,424	138,494
Trade creditors	115,398	125,422	37,244	109,740
Other taxation and social security	59,101	80,839	61,033	77,186
Accruals	47,410	77,490	31,470	62,754
Deferred income	32,483	37,746	23,777	34,753
Other creditors	194,874	142,020	102,581	102,890
	<u>858,690</u>	<u>602,011</u>	<u>665,529</u>	<u>525,817</u>
<b>Deferred income</b>				
Deferred income at 1 January	37,746	11,092	34,753	11,092
Resources deferred in the period	32,483	37,746	23,777	34,753
Amounts released from previous periods	(37,746)	(11,092)	(34,753)	(11,092)
	<u>32,483</u>	<u>37,746</u>	<u>23,777</u>	<u>34,753</u>

Deferred income represents tenants' rent invoiced for future periods and not yet earned.

# Transforming Lives for Good (TLG) Ltd

## Year ended 31 December 2023

### Notes to the Financial Statements (continued)

#### 22. Creditors: amounts falling due after more than one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	3,909,923	3,817,424	3,909,923	3,817,424
	<u>3,909,923</u>	<u>3,817,424</u>	<u>3,909,923</u>	<u>3,817,424</u>

#### 23. Bank loans

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Amounts falling due within one year	409,424	138,494	409,424	138,494
Amounts falling due 2-5 years	1,085,864	967,186	1,085,864	967,186
Amounts falling due after 5 years	2,824,060	2,850,238	2,824,060	2,850,238
	<u>4,319,348</u>	<u>3,955,918</u>	<u>4,319,348</u>	<u>3,955,918</u>

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. Except for an unsecured loan provided by a support of TLG. The amount outstanding on the loan on 31 December 2023 is £100,000 (2022 - £100,000). The loan term is 5 years and bears no interest, the repayment pattern is at the discretion of TLG.

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 on 31 December 2023 is £3,168,818 (2022 - £3,028,793). 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 Centre of Excellence, Hope Park, Trevor Foster Way, Bradford. The amount outstanding on the loans on 31 December 2023 is £482,787 (2022 - £550,485). The loan term is 20 years and bears interest at 6% per annum.

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 on 31 December 2023 is £267,743 (2022 - £276,640). A variation to the original loan terms was agreed during the year, the loan terms for both loans are now 4 years and bears interest at 5% and 5.5% per annum.

#### 24. Provisions for liabilities

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Provisions at 1 January	165,360	-	165,360	-
Net amounts arising from discontinued activities	-	165,360	-	165,360
Net amounts released in year	(165,360)	-	(165,360)	-
	<u>-</u>	<u>165,360</u>	<u>-</u>	<u>165,360</u>

The above provision relates to the restructuring costs as a result of the decision to close the Education Centres during the year, the Education Centres are no longer part of TLG since 31 March 2023.



# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Notes to the Financial Statements (continued)

### 25. Pension and other schemes

#### Defined contribution pension scheme

The group operates a defined contribution pension scheme. The group pension cost charge for the year represents contributions payable by the group to the scheme and amounted to £167,029 (2022 - £247,766).

The charity pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £153,782 (2022 - £231,538).

### 26. Obligations under leases and hire purchase contracts

#### Operating leases

The total of future minimum lease payments is as follows:

	Group 2023 £	2022 £	Charity 2023 £	2022 £
Not later than one year	1,939	1,682	1,732	1,682
Later than one year and not later than five years	2,581	5,887	2,581	5,887
Later than five years	-	100	-	100
	<u>4,520</u>	<u>7,669</u>	<u>4,313</u>	<u>7,669</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year within the group and charity was £1,732 (2022 - £1,582).

#### Operating leases - lessor

The total of future minimum lease payments is as follows:

	Group 2023 £	2022 £	Charity 2023 £	2022 £
Not later than one year	643,566	691,833	452,862	473,898
Later than one year and not later than five years	1,906,307	959,598	658,790	455,646
Later than five years	-	11,748	-	11,748
	<u>1,739,873</u>	<u>1,663,179</u>	<u>1,111,652</u>	<u>941,292</u>

# Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2023

## Notes to the Financial Statements (continued)

### 27. Funds

	Fund balance 01/01/2023 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Net movement in funds £	Fund balance 31/12/2023 £
<b>Unrestricted funds</b>							
Accumulated funds	2,911,562	2,931,272	(2,958,335)	-	-	-	2,884,499
<b>Designated funds</b>							
<b>Total designated funds</b>	-	-	-	-	-	-	-
<b>Revaluation Reserve</b>	336,084	-	-	-	(385,000)	-	(48,916)
<b>Total unrestricted funds - Charity</b>	<u>3,247,646</u>	<u>2,931,272</u>	<u>(2,985,335)</u>	<u>-</u>	<u>(385,000)</u>	<u>-</u>	<u>2,835,582</u>
<b>Restricted funds</b>							
Volunteer Programmes	178,001	271,258	(400,400)	-	-	-	48,859
Boxes of Hope	29,654	-	(29,654)	-	-	-	-
Therapeutic Support	16,500	20,500	(34,210)	-	-	-	2,790
Education Centres	43,236	5,000	(48,236)	-	-	-	-
Benefact	50,000	-	(49,250)	-	-	-	750
	<u>317,391</u>	<u>296,758</u>	<u>(561,750)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>52,399</u>
<b>Total funds - Charity</b>	<u>3,565,037</u>	<u>3,228,030</u>	<u>(3,520,085)</u>	<u>-</u>	<u>(385,000)</u>	<u>-</u>	<u>2,887,981</u>
<b>Funds retained in trading subsidiaries</b>							
Unrestricted profit and loss reserve - non-distributable	477,516	-	-	-	(80,000)	-	397,516
Unrestricted profit and loss reserve - distributable	(120,092)	362,661	(418,202)	-	-	-	(175,633)
<b>Total funds retained in trading subsidiaries</b>	<u>357,424</u>	<u>362,661</u>	<u>(418,202)</u>	<u>-</u>	<u>(80,000)</u>	<u>-</u>	<u>221,883</u>
Removal of group transactions	-	(123,261)	123,261	-	-	-	-
<b>Total funds - Group</b>	<u>3,922,461</u>	<u>3,467,430</u>	<u>(3,815,026)</u>	<u>-</u>	<u>(465,000)</u>	<u>-</u>	<u>3,109,865</u>

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

26. Funds (Continued)

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

This fund is to support the Education Centres which are located across the UK to support young people who have been excluded from mainstream schools.

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.

Benefact

Cost of Living Crisis Grant - assisting families in need with heating and eating by providing funds for Make Lunch Clubs to cover increased heating costs and food costs, sustaining Club sessions during Cost of Living Crisis from Jan 2023 - Dec 2023; and further enabling Make Lunch Centres to support families by providing grants for them to purchase energy saving cooking appliances and thermals/duvets etc, alleviating the burden of the Cost of Living Crisis.

Revaluation reserve

Represents the surplus on the revaluation of freehold property.

Profit and loss reserve – distributable

Includes all current and prior periods distributable profits and losses unless otherwise stated.

Profit and loss reserve - non-distributable

Represents the surplus on the revaluation of investment properties. These reserves are non-distributable and are net of tax.

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

27. Analysis of net assets by funds

Current year	Unrestricted funds	Restricted funds	Revaluation reserve	Total funds
Group	£	£	£	£
Intangible fixed assets	43,071	-	-	43,071
Tangible fixed assets	556,002	-	(4,162)	551,841
Investment property	5,555,604	-	352,761	5,908,366
Current assets	1,322,803	52,399	-	1,375,202
Current liabilities	(858,690)	-	-	(858,690)
Long term liabilities	(3,909,923)	-	-	(3,909,923)
	2,708,866	52,399	348,600	3,109,865

	Unrestricted funds	Restricted funds	Revaluation reserve	Total funds
	£	£	£	£
Charity				
Intangible fixed assets	43,071	-	-	43,071
Tangible fixed assets	516,556	-	(4,162)	512,394
Investments	200	-	-	200
Investment property	4,413,120	-	(44,755)	4,368,366
Current assets	2,487,004	52,399	-	2,539,403
Current liabilities	(665,529)	-	-	(665,529)
Long term liabilities	(3,909,923)	-	-	(3,909,923)
	2,884,498	52,399	(48,916)	2,887,981

Prior year	Unrestricted funds	Restricted funds	Revaluation reserve	Total funds
Group	£	£	£	£
Intangible fixed assets	61,762	-	-	61,762
Tangible fixed assets	566,028	-	-	566,028
Investment property	6,004,865	-	336,084	6,340,949
Current assets	1,221,126	317,391	-	1,538,517
Current liabilities	(602,011)	-	-	(602,011)
Long term liabilities	(3,817,424)	-	-	(3,817,424)
Provision for liabilities	(165,360)	-	-	(165,360)
	3,268,986	317,391	336,084	3,922,461

	Unrestricted funds	Restricted funds	Revaluation reserve	Total funds
	£	£	£	£
Charity				
Intangible fixed assets	61,762	-	-	61,762
Tangible fixed assets	537,011	-	-	537,011
Investments	100	-	-	100
Investment property	4,384,865	-	336,084	4,720,949
Current assets	2,436,425	317,391	-	2,753,816
Current liabilities	(525,817)	-	-	(525,817)
Long term liabilities	(3,817,424)	-	-	(3,817,424)
Provision for liabilities	(165,360)	-	-	(165,360)



Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

28. Analysis of changes in net debt

	Net debt at 1 January 2023 £	Net movement £	Net debt at 31 December 2023 £
<b>Group and Charity</b>			
Short term borrowings	138,494	270,930	409,424
Long term borrowings	3,817,424	92,499	3,909,923
	3,955,918	363,430	4,319,348
	Net Cash at 1 January 2023 £	Net movement £	Net Cash at 31 December 2023 £
<b>Cash movement</b>			
Charity Cash in bank and in hand	462,175	(111,964)	350,211
Group Cash in bank and in hand	470,221	(41,497)	428,724

29. Financial instruments

	Group 2023 £	2022 £	Charity 2023 £	2022 £
<b>Financial assets</b>				
Financial assets measured at fair value through SOFA	6,295,793	6,728,376	4,755,792	5,149,474
	6,298,793	6,728,376	4,755,792	5,149,474

30. Free reserves

	Group 2023 £	2022 £
Total funds	3,109,765	3,922,461
Intangible Assets	(43,071)	(61,762)
Tangible Assets	(551,841)	(566,028)
Investment Property	(5,908,366)	(6,340,949)
Loans to be repaid on sale of secured assets	4,319,348	3,955,918
Restricted Funds	(52,399)	(317,391)
	873,437	592,249

Transforming Lives for Good (TLG) Ltd  
Year ended 31 December 2023

Notes to the Financial Statements (continued)

31. Related party transactions

The total of voluntary donations to TLG by trustees and key management amounted to £14,497 during the year (2022 - £9,742).

There are 3 key management spouses have received payment for services totalling £34,950 (2022: £57,213).

During the year the charity received loan interest of £85,314 (2022 - £49,499) 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 received payments totalling £13,878 (2022 - £28,743) to cover the administration of finance within its subsidiary Hope Park Business Centres Limited.

The charity made payments totalling £122,746 (2022 - £111,697) to cover the management of the charity's investment properties by its subsidiary Hope Park Business Centres Limited.

As at the 31 December 2023 the following amounts were owed to the charity by its subsidiary, Hope Park Business Centres Limited: Due within one year £282,974 (2022 - £77,337) Due in more than one year £952,192 (2022 - £1,171,816).

As at the 31 December 2023 the following amounts were owed to the charity by its subsidiary, Hope Park Workspace (Salford Quays) Limited: Due within one year £33,789 (2022 - £0).

33. Ultimate control

Transforming Lives for Good (TLG) Ltd is a Charitable body, and the trustees ultimately control the charity.



**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