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Transforming Lives for Good (TLG) Ltd.

Annual Report and Accounts

FOR THE YEAR ENDED DECEMBER 31ST 2024





On the cover:
TLG Early Intervention – Catford

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2024 IN NUMBERS:

TLG's Impact

YOUNG LIVES TRANSFORMED:

4,670

children helped in 2024

3,185

ADULTS HELPED

TLG early
intervention



115

TLG EARLY
INTERVENTION
CENTRES ACTIVE
ACROSS THE UK

721

CHILDREN
COACHED IN THE
LAST 12 MONTHS

TLG make
lunch



68

TLG MAKE LUNCH
CENTRES ACTIVE
ACROSS THE UK

109,055

EQUIVALENT
MEALS PROVIDED
TO CHILDREN AND
PARENTS/CARERS

“

I didn't really know if I
wanted to do one-on-one
talking, but I ended up
really loving it. I just
felt better about my
emotions.

Lucy aged 10, TLG Early Intervention in Belfast

Message from the Chief Executive

As we look back on 2024, it's certainly true that it was another very difficult year in the lives of so many struggling children, young people and families supported by TLG.

We care deeply about the emotional wellbeing of children and young people, and are devastated by the continued increase in anxiety and poor mental health. We know that children and families across the UK continue to face continued pressure in the cost of living that can leave them facing deeper poverty than ever before. We believe that no child should face these crises alone.

However, at TLG we have the privilege of another perspective: 2024 for us was a year of hope – the product of local communities, churches, schools and people stepping in to bring help and support for those struggling most. What we have seen is amazing people and volunteers continuing to get alongside a struggling child, with thousands of struggling

children and families receiving vital support. That passion to make a difference is enabling TLG to open new Centres and help more children.

With children's emotional and mental wellbeing 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 through our Early Intervention programme.

Our Make Lunch programme continues to meet the varied needs of children and families facing increased food insecurity, fuel poverty and social isolation amidst the ongoing increases in cost-of-living. Clubs across the UK were essential in providing practical support and a safe, friendly atmosphere which ensured that those struggling felt able to ask for help and find a sense of belonging.



TLG Make Lunch in Canterbury

We remain hugely thankful for the commitment of partners, staff, volunteers and supporters who have invested in the lives of excluded young people since we first began in 1999. Looking ahead to 2025, I am excited to see that the TLG movement continues to expand across the UK. With the help of like-minded supporters in communities across the UK, I am confident that we will see many more lives transformed, for good.

I want to say a huge thank you to our Trustee Board, for the essential work they do supporting, challenging and serving with the Senior Leadership Team. I also want to say how grateful I am for the continued partnership of the churches we work alongside and the individual supporters who stand with us in our mission. Thank you. Your commitment allows us to set such a bold vision for growth, while we continue to bring hope and a future to struggling children and families across the UK.



TIM MORFIN OBE
TLG FOUNDER AND
CHIEF EXECUTIVE

“Your commitment allows us to set such a bold vision for growth, while we continue to bring hope and a future to struggling children and families across the UK.”



TLG Early Intervention in Belfast

Message from the Chair

I am delighted to introduce TLG's Annual Report and Accounts for 2024.

The increasing needs of children in the UK and the injustice they face continue to draw me to TLG and 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.

The commitment of TLG staff, volunteers, supporters and our church and school partners is inspiring as much as it committed; we are so grateful for their generosity in giving so much to others. 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.



TLG Make Lunch in Newmarket

Meanwhile, TLG Early Intervention coaches have delivered over 10,000 hours of coaching. Incredibly, 85% of children feel more positive after coaching and 90% showing an improvement. This is certainly something worth celebrating considering the devastating increase in need over the past three years.

At this difficult time for children in the UK, we now enter an exciting period of development and innovation to ensure we continue to

respond effectively and make the biggest difference possible. Despite another year of upheaval for charities in terms of the economic landscape, I am also pleased to report a healthy financial position due to the fantastic generosity of TLG's donors. We remain committed to stewarding each donation of time or money responsibly.

“ It has been an exceptional privilege to be able to support so many struggling children and young people.

The 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.

Whether you are reading this report as a supporter, donor, partner or someone who is new to TLG, I hope that you will enjoy hearing about all that the TLG movement achieved throughout the UK in the lives of struggling children, young people and families.



SHERON KANTOR
CHAIR OF TRUSTEES

Strategic Review



TLG Make Lunch in Newmarket

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 Early Intervention in Catford

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 2024 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 by developing a new programme 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 2024. These activities are detailed in the Trustee's Strategic Review for 2024, which we are delighted to present.



TLG Make Lunch in Sheffield

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 2024. 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:

- **66%** are struggling more to make ends meet financially
- **A quarter** have seen their income decrease over the last year
- Over the last 12 months, there's been an **increase of nearly a third** more people coming to us that have felt more isolated and wanting connection with the wider community

Our Achievements in 2024:

3,949

UNIQUE
CHILDREN FED*

109,955

EQUIVALENT
MEALS PROVIDED*

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

1,079

TOTAL
COMMUNITY
MAKE LUNCH
VOLUNTEERS

68

ACTIVE TLG
MAKE LUNCH
CLUBS ACROSS
THE UK

299

ACTIVE MAKE LUNCH
LEADERS

7

NEW MAKE
LUNCH PARTNERS



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!

You're 7 years old; you've been forced to leave your home country; you've arrived in an unfamiliar city with your little sister and your parents; your mum is pregnant; you've virtually nothing, only a succession of temporary addresses; now Covid is unfolding. Who is going to help you and your family?

This was the nightmare that Layan and her family found themselves in when they were forced to leave their home in the UAE and seek asylum in Sheffield.

When a health visitor referred the family to a nearby Make Lunch club serving hot meals and distributing baby clothes, Layan's family met Terence Williams, Associate Pastor and Make Lunch Co-ordinator at City Life International Church (CLIC). The TLG Make Lunch community stood in the gap between Layan's family and despair.

'TLG Make Lunch to me is working with families that are in need, meeting whatever their need is but the main thing with TLG is providing hot meals for children, plus having fun at the same time!' explains Terence, who started CLIC's Make Lunch club in 2021.

Layan describes how she felt about her new life back then. 'Before I came to Make Lunch, I felt a bit lonely. I didn't know anybody. I didn't know what was happening and I didn't know anything about this country.' Layan's mother, Bouchra, found it equally

hard: 'I left my family and my country, my everything there and came here. It was very difficult for me.'

'We went to their house, a government house,' says Terence. 'The situation wasn't good. They had 28 days to move out and find somewhere to go. We supported them in whatever way we could.'

'We met Terence and his wife, Vivian, and they helped when my wife gave birth in terms of providing clothes, nappies, a lot of things,' explains Wissam, Layan's father.

'I really like being around Terence and Vivian,' says Layan. 'They always help us with everything, like if we're in the house, we needed something, we didn't have it...' 'They

would come and bring it for us!' Tala, Layan's little sister finishes.

'We have seen the journey and the children and the joy when they come in here. We gave them a safe place at Make Lunch. They are part of our family,' says Terence.

Bouchra agrees. 'I have no friends here, no family here, but they are my family.'

Bouchra, now mother of three after the safe arrival of Sara, looks to the future: 'I hope that the time will come for myself to volunteer at Make Lunch so I can help other people.'

You know something is fruitful when those who were helped grow into the helpers.

“I have no friends here, no family here, but they are my family.”



TLG Make Lunch in Sheffield

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.

The Need:

2024 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:

- Children with identified special educational needs (SEN) account for **nearly half (45%)** of all exclusions.
- **1 in 10 children** in the UK feel unable to cope with the school day.
- Children eligible for free school meals are **4 times more likely** to be excluded from school than children not eligible.
- A horrifying **71,529 exclusions** are given to children in primary school, reception and nursery each year;
- The learning gap between rich and poor pupils **increased by almost 50%**



Karis, aged 11

TLG Early Intervention Catford

Our Achievements in 2024:

721

CHILDREN
COACHED IN THE
LAST 12 MONTHS

10,303

COACHING SESSIONS
DELIVERED



OF COACHED
CHILDREN
ARE SHOWING
IMPROVEMENT
AFTER COACHING

85%

OF CHILDREN FELT
MORE POSITIVE
AFTER COACHING



Early Intervention key objectives for 2024:

- 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.

“I used to find it hard dealing with the noise, and I always got angry.”

Billy's inspiring story

Billy used to feel overwhelmed by the constant noise around him. It wasn't just background chatter—it was a storm inside his mind, and it made everything harder. It made him angry. He couldn't understand why he couldn't fit in, why his mind would race while others seemed to have it together.

Before TLG Early Intervention coaching, Billy struggled to even stay in class. Every day felt like a battle, and it slowly chipped away at his confidence. He stopped believing in himself, and his self-esteem was almost nonexistent. He felt disconnected, like no one really saw the fight he was facing.

What Billy needed most wasn't a solution handed to him—it was someone who would simply show up for him. Someone who would be there in the chaos, who would listen without judgment, and who would help him navigate the storm. That's exactly what Heather did.

At first, Heather, Billy's coach, was taken aback by the anger Billy had been showing in class. The Billy she met in their sessions was gentle, kind, and compassionate. But as they began to talk, Billy opened up. He admitted how much it hurt him, how ashamed he felt of his outbursts. “I feel ashamed about getting angry all the time,” he confided. Heather listened. She understood. She didn't dismiss his feelings but instead gave him the space to talk about them and learn how to manage them.

Together, they worked through Billy's struggles. Heather helped him dig deeper, helped him understand what triggered his anger and how he could handle it better. They used the TLG resources to build his confidence and give him tools to cope. And over time, Billy began to feel more like himself. “I feel more like me when Heather comes,” he said with a quiet smile.

The sessions gave him a sense of calm, a sense of hope that maybe, just maybe, things could get better.

Billy, who had always found it hard to talk about his feelings, found a connection with Heather that made it easier. “I find it really hard to talk sometimes; I don't find it hard talking to Heather,” he said. The trust they built was life-changing, and it didn't just stay between them. Billy started to share what he was learning with others. He was chosen to be the captain of the football team for the day—a role he once might've felt unworthy of—but now, he led with empathy. When the team faced frustration after a tough play, Billy was the one to lift their spirits, to remind them they could keep going. Heather even watched from the sidelines, her heart swelling with pride as Billy encouraged his teammates, a quiet leader in action. “He was **just a brilliant** captain!” she said, glowing with admiration.

Billy's transformation didn't stop there. He began to dream of his future, of helping others the way Heather helped him. “When I'm older, I'd love to be a football coach,” he shared. “I could help wee kids. I want to help people like Heather does.”

The change didn't go unnoticed. Billy's teachers started seeing a different boy in the classroom—a boy who could stay focused, who

could manage the noise around him, and who no longer struggled to be present. “Because of TLG coaching, Billy doesn't come into school with anxiety on a Thursday,” his teacher said. The work that Billy and Heather did together wasn't just helping Billy in those quiet moments—it was showing up in every part of his life.

Jenny, the Vice Principal, couldn't have been more grateful for the difference TLG coaching had made at her school. She passionately encouraged other headteachers to consider partnering with TLG. “Grab them with both hands, don't let them leave the building,” she said. “It's so fundamental for some of those little people who need it.”

And for Billy, that partnership wasn't just about coaching—it was about finding the strength to believe in himself again. It was about learning that even when the world around you is noisy and overwhelming, there's always a way to find peace. And in Billy's case, that peace came through the steady, unwavering support of someone who believed in him, even when he didn't believe in himself.

“I find it really hard to talk sometimes; I don't find it hard talking to Heather.”



Billy with his TLG Early Intervention coach Heather

Impact Review: Family Fun Days 2024



In 2024, we worked with over 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 4,492 people action-packed days of fun, an opportunity to build crucial friendships and a beautiful chance to make memories with their families.

“

The atmosphere was amazing, there was a real sense of peace and family. A good sign was at the end, families were reluctant to leave! Thank you for providing the funding to help us connect with our community. It was a real success!



Ollie's inspiring story

Before Ollie started TLG Early Intervention coaching, he found life at school stressful and hard to cope with.

He had resorted to self-harming, scratching his hands to the point where they became scabbed over.

"I was pretty worried about my mental condition."

Ollie describes that he thought his actions down to his overwhelming emotions, until two years ago when he received an Autism diagnosis. From there he realised that certain things about the school day would cause him stress which often meant he struggled to sleep at night worrying about the next day.

Ollie's mum, Alex, described how when she became aware of the self-harming, she began to feel helpless having tried numerous things to support Ollie that didn't seem to be working.

Ollie began working with Anne as his TLG Early Intervention coach and Alex could straight

away see an improvement in Ollie's mood when he came home from school, as she began to try new ways to support Ollie that hadn't been suggested previously.

"He couldn't wait to tell me what they had done that day and couldn't wait until his next day with Anne."

Through the Early Intervention training Anne was given, she was able to learn about different types of activities she could use in her sessions with Ollie. Helping him to not only learn more about himself but also coping mechanisms to help him manage the school day.

Anne knew that Ollie enjoyed art, so used that as a starting point for planning their sessions. They began by Ollie teaching Anne how to draw a face, Ollie joked to Anne "Actually, you got on very well!". Together they have worked on big art piece that featured a painting on a canvas with positive and affirming words around that Ollie thought about himself.

"Through coaching, I started to feel differently. I would feel happier and just generally being able to talk about my feelings felt really good, and then was improving my mental state."

Ollie began to be able to sleep better and he actually wanted to come into school because he felt better prepared to cope with challenges that may present themselves during the school day.

Not only did Ollie, his coach Anne and his mum Alex notice a significant difference, but

also Ollie's school principal who described Ollie as being "back to his brilliant best!"

"TLG Early Intervention is a no-brainer. The therapeutic interventions have allowed us to meet needs that I would not be able to afford to meet in my current financial situation."

Ollie's future is now brighter and full of hope because of the support he's received from TLG Early Intervention. Jenny, the Vice Principal, couldn't have been more grateful for the difference TLG coaching had made at her school. She passionately encouraged other headteachers to consider partnering with TLG. "Grab them with both hands, don't let them leave the building," she said. "It's so fundamental for some of those little people who need it."

“Through coaching, I started to feel differently. I would feel happier and just generally being able to talk about my feelings felt really good, and then was improving my mental state



Ollie with his TLG Early Intervention coach Anne

Corporate Giving

Businesses really want to do GOOD through their business, and TLG's business community enables them to participate in a cause which engages their staff and clients, and makes a big impact at both a local and national level.

Businesses can join in at any level with our two initiatives.

We have four levels of **Future Builder** business partners, all of whom are celebrating impact for children and also enjoying marketing benefits which allow them to spread the word of TLG's work. Their partnership (from £100/month) also contributes to their Environmental, Social and Governance goals.

Smaller businesses can also join in with our **Brighter Horizons** Businesses. Monthly donations of any size, can enable the business to champion children and help TLG to reach more children. Regular newsletters enable them to realise their impact, as they see the figures, follow TLG's journey and watch stories of transformation.

In 2024 TLG launched our **Online Christian Business Network** which seeks to encourage and equip Christians in business. The feedback suggests that we are really meeting a need and the network is growing. There are four online, hour-long meetings a year, with a speaker, opportunities to network and encouraging stories from the charity. It is creating a dynamic community and spreading the word of TLG's work and impact.

Attendees enjoyed:

"The opportunity to hear from and connect with other business leaders and entrepreneurs who share the same values"

"I loved the authenticity and inspiration"

"It's a great way to spend the lunch break"

“

We are happy to support the great work undertaken by TLG which makes such a difference to so many children. I personally benefitted from their support to my twins when I lost my wife to cancer, and know it made a great difference.”

ALAN PEARCE, BRIGHTER HORIZONS BUSINESS

With special thanks to



Property Tectonics

**our platinum level Future Builder,
for their faithful support.**



“

We are thrilled to be able to support TLG and their work; it's important to our business that we foster a sense of community and shared purpose, and being a Future Builder is the ideal way to do this.”

ESTHER BRADY, MD PROPERTY TECTONICS



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.

For one hour a week, our coaches meet with children at their schools to help improve their behaviour and school performance. The programme trains volunteers as coaches and provides resources so that so they can listen and help children to develop their personal skills, reflect on their experiences and explore new options, giving them support in any problems they may be going through. Through regular dialogue with the child's family, they provide extra help and support to promote their involvement in the child's school life.

More and more churches are finding TLG as an excellent way to serve children across Portugal and since its conception, more than 300 children have been supported in the regions of Lisbon, Porto, Algarve and Azores.

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.

303

children
supported
overall



Yasmin and her coach, Melissa

Yasmin's story

When Yasmin first began her coaching sessions with Melissa, she was a quiet, introverted child. Her shyness made the one-on-one support especially valuable, offering her a safe space to open up and grow.

Together, Yasmin and Melissa gently explored the roots of her discomfort—particularly the shame she felt when reading aloud and the fears that fueled her introversion. They also worked on how Yasmin could earn the respect of her peers in a kind and confident way.

Throughout the school year, they focused on building Yasmin's self-confidence and emotional wellbeing, using tools and resources from the CCA programme to help her gradually overcome her shyness.

They collaborated on creative projects—writing songs, choreographing dances, and more—as Yasmin's vibrant personality began to emerge.

Today, Yasmin's transformation is clear not only to Melissa but also to her teachers and family, who have noticed how much more openly she shares and communicates.

"Now she arrives with her head held high, playing and hopping!" Melissa shares with a smile.

I learned to read louder to lose my fear!

– YASMIN

27
CRESCER COM
AMIGOS CENTRES

101
VOLUNTEER
COACHES

91
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:

Sheron Kantor **Chair**
Simon Benham, **Vice Chair**
Victoria Fafalios
John Kirkby
Jeremy Cooper (**appointed 28/06/24**)
Simon Barrington, (**resigned 31/12/24**)

Secretary:

Joy Sicilia Oliveros (**resigned 31/12/24**)

Senior Leadership Team:

Tim Morfin
Chief Executive
Emily Alty
Executive Director
Chris Blackham
Director of Strategy and Programmes
Paul Chenery
Fundraising Director
Joy Sicilia Oliveros
Director of Finance

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 2024, 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 2024 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 2024. 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 32–33.

Principal risks and uncertainties

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

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

POTENTIAL RISK	RISK MITIGATION & MANAGEMENT
Child Protection and Safeguarding Incidents	<p>Volunteer Programmes</p> <ul style="list-style-type: none"> 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. Volunteers must attend TLG training and complete safeguarding training and DBS check before commencing coaching. Volunteers read and sign the relevant safeguarding policy – the school's for Early Intervention or the church's for Make Lunch. <p>TLG Staff</p> <ul style="list-style-type: none"> Staff records ensure 100% compliance before start date to ensure safer recruitment principles otherwise staff cannot start in centres. A Child Protection named person provides a national lead. All staff must undertake safeguarding training. The following policies are in place: <ol style="list-style-type: none"> Child Protection policy. Staff code of conduct. Whistle Blowing policy. Staff acceptable use of IT policy. <p>Trustees</p> <ul style="list-style-type: none"> Safer recruitment forms part of the induction process. All Trustees complete regular safeguarding training.
Compromise of information systems or data loss	<p>TLG-wide</p> <ul style="list-style-type: none"> A national GDPR lead is in place. Ongoing GDPR regulations are being adhered to and all new contacts added to the internal CRM system have the required consent. All staff must complete annual GDPR training. All electronic storage is password-protected and all data is backed-up through the cloud. Personal staff information is kept securely. Personal information relating to students at Education Centres is kept securely online. Access is regularly reviewed for all staff and IT platforms.

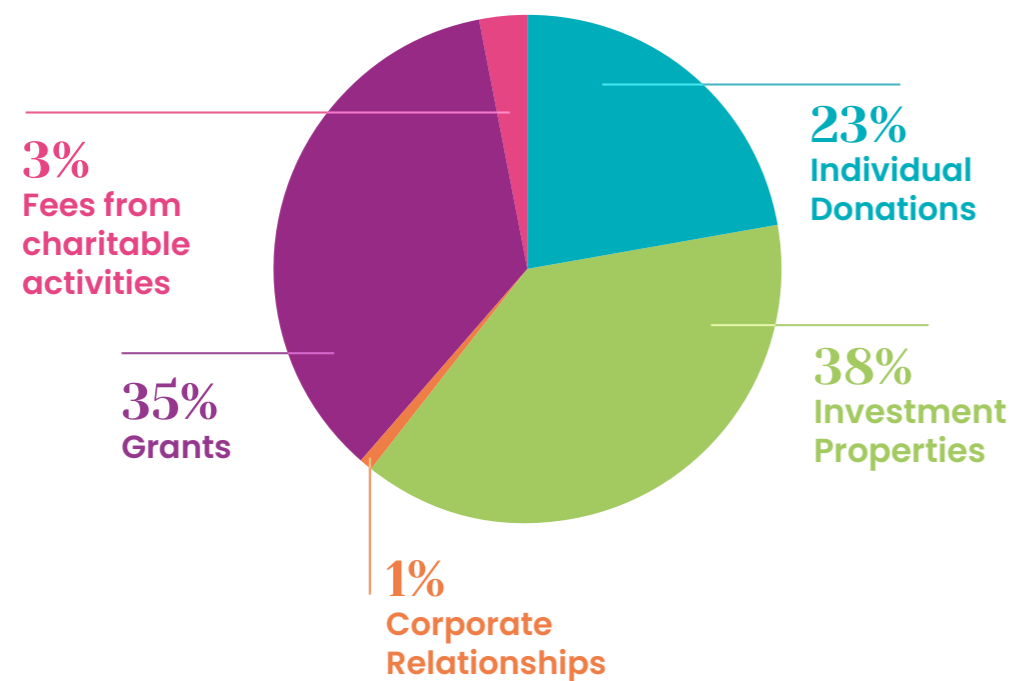
POTENTIAL RISK	RISK MITIGATION & MANAGEMENT
Compromise of information systems or data loss	<p>Volunteer Programmes</p> <ul style="list-style-type: none"> A robust approval/monitoring process is in place for all publicly-available media (website, social media, printed and email). Photo consent records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

Financial Review

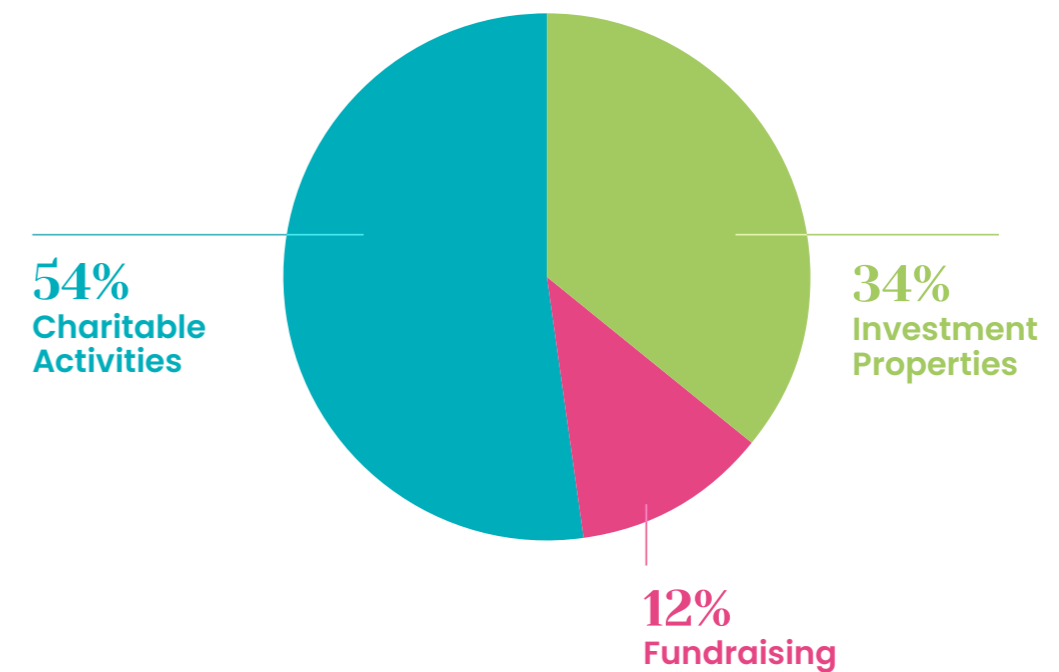
for the year ended 31 December 2024

We express our gratitude to every individual, foundation and organisation that has donated to TLG in 2024. 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.

2024 INCOME SPLIT:



2024 EXPENDITURE SPLIT:



Overview of annual finances for 2024

TLG produced a breakeven budget for the financial year, in the light of the challenging fundraising environment and the reduction in income generating programmes. Through strategic investment into grant applications early in the year, and the careful stewarding of our expenditure we have achieved a modest surplus.

The group cash position has remained relatively static, with a small increase of £13k.

Looking ahead to 2025 we have budgeted for a surplus budget 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.

- **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 2024 accounts, there is a total funds on the Balance Sheet of £3,486,327, which is:

- £439,144 is restricted funds
- £3,047,183 is unrestricted reserves

When looking at the 2024 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 £624,290 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 whilst we own the freehold of the buildings, we have loans with Charity bank that have funded the purchase of these properties.

Please see note 31 within the financial statements of the annual accounts for more detailed information and calculation of the Free Reserves.

How TLG benefits from Hope Park

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

- Both freehold investment properties and leasehold property generate a surplus which contributes to the charities overall income.
- 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. Three times average monthly salary in 2024 was £406,008 and our free reserves at the end of 2024 were £624,290.

There are no Designated Funds at the end of 2024. Of the total funds £439,144 is restricted reserves at the end of 2024.

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 poverty and mental health needs, meaning the support of TLG's programmes is needed to a greater level than ever before. In 2025 we seek to expand the reach 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 form 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. 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 2024. 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 2024 (2023: One).

Grants made

During the year TLG made grants in respect of Meals & More 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 £1,078,000 of accrued income recognised in 2024 has been pledged to us, but the actual income will only be received in future years.

There has also been £761,259 of donation income actually received in 2024 which, in accordance with FRS102 rules, has already been recognised in previous years. This is a difference of £316,741. Therefore, when not allowing for FRS102 rules, the income actually received in 2024 would be £3,804,562 (£4,121,303 less £1,078,000 plus £761,259).

Approved by order of the members of the board of Trustees on 28th July 2025 and signed on their behalf by:



SHERON KANTOR
CHAIR OF TRUSTEES

TLG Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2024

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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.

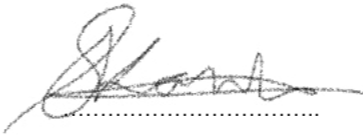
The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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 28th July by:



S Kantor

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

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 subsidiaries (‘the group’) for the year ended 31 December 2024 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 2024 and of the group’s income and expenditure for the subsidiaries 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 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 2024

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

Other information

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 and Charities Accounts (Scotland) Regulations 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies’ exemption in preparing the trustees’ report and from the requirement to prepare a strategic report.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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

Responsibilities of Trustees

As explained more fully in the Trustees’ Responsibilities Statement on page 41, 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

We have been appointed as auditor under Section 44(1)(C) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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

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).

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;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- 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. 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, and to the charity’s trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity’s members and trustees 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, the charity’s members as a body and the charity’s trustees as a body for our audit work, for this report, or for the opinions we have formed.

Michael Speight
Michael Speight (Jul 30, 2025 10:43:13 GMT+1)

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

5th Floor
3 Wellington Place
Leeds
LS1 4AP

Date: 30/07/2025

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

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

	Notes	Unrestricted funds	Restricted funds	Revaluation reserve	2024 Total Funds	2023 Total Funds
		£	£	£	£	£
Income From:						
Donations and legacies	3	1,420,851	1,000,524	-	2,421,375	1,834,283
Charitable activities	5	143,741	-	-	143,741	442,842
Investments	4	1,522,978	-	-	1,522,978	1,189,598
Other income	6	-	-	-	-	706
Total income		3,087,570	1,000,524	-	4,088,094	3,467,430
Expenditure on:						
<i>Raising funds</i>						
Costs of generating donations and legacies	7a	(360,102)	-	-	(360,102)	(390,886)
Costs of trading activities	7b	(1,629,298)	-	-	(1,629,298)	(1,227,918)
Total raising funds	7	(1,989,400)	-	-	(1,989,400)	(1,618,804)
Charitable activities	8	(1,108,452)	(613,780)	-	(1,722,232)	(2,196,222)
Total Expenditure		(3,097,852)	(613,780)	-	(3,711,632)	(3,815,025)
(Loss)/gain on revaluation of fixed assets		-	-	-	-	(32,417)
Unrealised (loss)/gain on investments		-	-	-	-	(432,583)
Net income in funds		(10,282)	386,744	-	376,462	(812,596)
Transfers between funds						
Net movement in funds		(10,282)	386,744	-	376,462	(812,596)
Reconciliation of funds						
Total funds brought forwards		2,708,866	52,399	348,600	3,109,865	3,922,461
Total funds carried forwards		2,698,584	439,143	348,600	3,486,327	3,109,865

The consolidated statement of financial activities includes all gains and losses recognised in the year.
The 2023 charitable figures include final amounts relating to the Education Centres which ceased operation within TLG in March 2023, (Income of £301,367 and Expenditure of £665,984).

The notes on pages 51 – 70 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

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

	Notes	Unrestricted funds	Restricted funds	Revaluation reserve	2024 Total Funds	2023 Total Funds
		£	£	£	£	£
Income From:						
Donations and legacies	3	1,420,851	1,000,524	-	2,421,375	1,834,283
Charitable activities	5	143,741	-	-	143,741	442,842
Investments	4	1,001,553	-	-	1,001,553	936,321
Other income	6	20,455	-	-	20,455	14,584
Total income		2,586,601	1,000,524	-	3,587,125	3,228,030
Expenditure on:						
<i>Raising funds</i>						
Costs of generating donations and legacies	7a	(360,102)	-	-	(360,102)	(390,886)
Costs of trading activities	7b	(929,890)	-	-	(929,890)	(932,877)
Total raising funds	7	(1,289,992)	-	-	(1,289,992)	(1,323,763)
Charitable activities	8	(1,108,452)	(613,780)	-	(1,722,232)	(2,196,322)
Total Expenditure		(2,398,444)	(613,780)	-	(3,012,224)	(3,520,085)
(Loss)/gain on revaluation of fixed assets		-	-	-	-	(32,417)
Unrealised gain/(loss) on investments		-	-	-	-	(352,583)
Net income in funds		188,157	386,744	-	574,901	(677,056)
Transfers between funds						
Net movement in funds		188,157	386,744	-	574,901	(677,056)
Reconciliation of funds						
Total funds brought forwards		2,884,499	52,399	(48,916)	2,887,982	3,565,037
Total funds carried forwards		3,072,656	439,143	(48,916)	3,462,883	2,887,981

The statement of financial activities includes all gains and losses recognised in the year.
The 2023 charitable figures include final amounts relating to the Education Centres which ceased operation within TLG in March 2023, (Income of £301,367 and Expenditure of £665,984).

The notes on pages 51 – 70 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

Consolidated Balance Sheet

	Notes	£	2024 £	£	2023 £
Fixed Assets					
Intangible Assets	16		19,542		43,071
Tangible Assets	17		533,198		551,841
Investment Property	19		5,908,366		5,908,366
			<u>6,461,106</u>		<u>6,503,277</u>
Current Assets					
Debtors	20	1,221,475		946,478	
Cash at bank and in hand		<u>442,000</u>		<u>428,724</u>	
		1,663,475		1,375,202	
Current Liabilities					
Creditors: Amounts due within one year	21	(752,064)		(858,690)	
Net current assets					
			911,411		516,512
Total assets less current liabilities					
			<u>7,372,517</u>		<u>7,019,789</u>
Current Liabilities					
Creditors: Amounts due over one year	22		(3,886,190)		(3,909,923)
Provisions	24		-		-
Net assets					
			<u>3,486,327</u>		<u>3,109,865</u>
Reconciliation of funds					
Unrestricted funds					
Accumulated fund	27		3,072,655		2,884,499
Funds retained in Trading subsidiaries			(374,072)		(175,633)
Designated funds			-		-
Revaluation reserve			348,600		348,600
Total unrestricted funds					
			<u>3,047,183</u>		<u>3,057,465</u>
Restricted funds			439,144		52,399
Total funds					
			<u>3,486,327</u>		<u>3,109,865</u>

The financial statements were approved and authorised for issue by the Trustees on 28th July 2025 and signed on their behalf by:



S Kantor
Director

The notes on pages 51 – 70 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

Charity Balance Sheet as at 31 December 2024

	Notes	£	2024 £	£	2023 £
Fixed Assets					
Intangible Assets	16		19,542		43,071
Tangible Assets	17		481,089		512,394
Investments	18		200		200
Investment Property	19		4,368,366		4,368,366
			<u>4,869,197</u>		<u>4,924,030</u>
Current Assets					
Debtors	20	2,625,653		2,189,192	
Cash at bank and in hand		<u>263,373</u>		<u>350,211</u>	
		2,889,026		2,539,403	
Current Liabilities					
Creditors: Amounts due within one year	21	(409,151)		(665,529)	
Net current assets					
			2,479,875		1,873,874
Total assets less current liabilities					
			<u>7,349,071</u>		<u>6,797,905</u>
Current Liabilities					
Creditors: Amounts due over one year	22		(3,886,190)		(3,909,923)
Provisions	24		-		-
Net assets					
			<u>3,462,881</u>		<u>2,887,981</u>
Reconciliation of funds					
Unrestricted funds					
Accumulated fund	27		3,072,655		2,884,499
Designated funds			-		-
Revaluation reserve			(48,916)		(48,916)
Total unrestricted funds					
			<u>3,023,739</u>		<u>2,835,582</u>
Restricted funds			439,144		52,399
Total funds					
			<u>3,462,883</u>		<u>2,887,981</u>

The financial statements were approved and authorised for issue by the Trustees on 28th July 2025 and signed on their behalf by:



S Kantor
Director

The notes on pages 51 – 70 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Consolidated Statement of Cash Flows for the year ended
31 December 2024

Reconciliation of net income to net cash flow from operating activities

	Note	Group	
		2024 Total funds £	2023 Total funds £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		376,462	(812,596)
Adjustments for:			
Revaluation of fixed assets	17	-	32,417
Revaluation of investment property	19	-	432,583
Amortisation	16	23,528	22,721
Depreciation charge	17	65,840	63,889
(Profit)/loss on disposal of tangible fixed assets		25	27,560
(Increase)/decrease in debtors	20	(274,997)	121,818
Increase/(decrease) in creditors	21,22	150,776	(14,252)
Increase/(decrease) in provisions	24	-	(165,360)
Finance costs		300,398	297,262
Net cash provided by operating activities		642,031	6,042
Cash flows from investing activities:			
Purchase of tangible assets	17	(47,222)	(109,677)
Purchase of intangible assets		-	(4,029)
Net cash (used in) investing activities		(47,222)	(113,706)
Cash flows from financing activities:			
Interest paid		(300,398)	(297,262)
Repayments of loans		(556,136)	(136,570)
New loans taken out		275,000	500,000
Net cash (used in) / provided by financing activities		(581,534)	66,168
Change in cash and cash equivalents in the reporting period		13,276	(41,497)
Cash and cash equivalents at the beginning of the reporting period		979,777	470,221
Cash and cash equivalents at the end of the reporting period		993,053	428,724

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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 2024.

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 2024

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 2024

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

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 2024

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.

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.

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.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

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.

Rates receivable

A judgement has been made about the recoverability of business rates invoiced by Salford Council for the building utilised by HPW(SQ). The likelihood of the amount being received is probable but not virtually certain and has therefore been recognised as a contingent asset.

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.

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.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

3. Income from Donations and Legacies

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Donations and legacies	924,448	992,701	924,448	992,701
Grants, including capital grants	1,496,927	841,582	1,496,927	841,582
	2,421,375	1,834,283	2,421,375	1,834,283

Included Grants is £1,000,524 (2023 - £296,758) of restricted income.

4. Income from Investments

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Income from property	1,516,038	1,144,241	882,096	836,724
Interest receivable and similar income	6,939	41,185	119,457	95,425
Other investment income	-	4,172	-	4,172
	1,522,977	1,189,598	1,001,553	936,321

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

5. Income from Charitable Activities

	Group		Charity	
	2024	2023	2024	2022
	£	£	£	£
TLG Volunteer Programmes	140,970	133,146	140,970	133,146
TLG Therapeutic Support	2,771	8,329	2,771	8,329
TLG Education Centres	-	301,367	-	301,367
	143,741	442,842	143,741	442,842

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

6. Other income

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Other incoming resources	-	706	-	706
Government grants receivable	-	-	-	-
Management charges receivable	-	-	20,455	13,878
	-	706	20,455	14,584

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

7. Expenditure on raising funds

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Costs of generating donations and legacies	360,102	390,886	360,102	390,886
Costs of trading activities	1,629,298	1,227,918	929,890	932,877
	1,989,400	1,618,804	1,289,992	1,323,763

A.) Costs of generating donations and legacies

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Direct fundraising costs	65,181	100,381	65,181	100,381
Staff costs	186,646	179,923	186,646	179,923
Allocated support costs	108,275	110,581	108,275	110,581
	360,102	390,886	360,102	390,886

Included within costs of generating donations and legacies is £0 (2023 - £0) of restricted expenditure.

B.) Costs of trading activities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Direct property costs	1,112,280	749,191	611,717	607,471
Staff costs	203,863	173,437	-	-
Property management costs	14,663	28,260	103,154	122,746
Allocated support costs	298,492	277,029	215,019	202,659
	1,629,298	1,227,918	929,890	932,877

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

8. Expenditure on Charitable Activities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
TLG Volunteer Programmes				
Activities undertaken directly	306,645	244,602	306,645	244,702
Grant funding of activities	95,226	71,426	95,226	71,426
Staff costs	647,097	754,692	647,097	754,692
Allocated support costs	476,432	401,336	476,432	401,336
TLG Therapeutic Support				
Activities undertaken directly	6,248	11,900	6,248	11,900
Staff costs	3,440	64,919	3,440	64,919
Allocated support costs	14,234	32,014	14,234	32,014
TLG Program Development & Research				
Activities undertaken directly	16,899	-	16,899	-
Staff costs	82,073	-	82,073	-
Allocated support costs	73,938	-	73,938	-
TLG Education Centres				
Activities undertaken directly	-	170,425	-	170,425
Staff costs	-	285,712	-	285,712
Allocated support costs	-	159,195	-	159,195
	<u>1,722,232</u>	<u>2,196,222</u>	<u>1,722,232</u>	<u>2,196,322</u>

Included within charitable activities is £613,780 (2023 - £561,750) of restricted expenditure.

9. Analysis of Grants Paid

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
TLG Volunteer Programmes	95,226	71,426	95,226	71,426
	<u>95,226</u>	<u>71,426</u>	<u>95,226</u>	<u>71,426</u>

During the year, Transforming Lives for Good (TLG) Ltd made grants totaling £27,637 (2023: £28,000) 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.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

10. Support costs allocated to raising funds and charitable activities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Gross Wages	448,535	469,859	448,535	469,859
Employers NIC	43,143	36,360	43,143	36,360
Pension	49,666	46,005	49,666	46,005
IT Support Costs	77,535	112,087	69,713	104,002
Training and Recruitment	31,859	32,894	31,859	32,894
Travel	17,876	43,447	17,876	43,447
Premises Expenses	8,102	5,171	2,474	-
Insurance	14,754	16,170	14,754	16,170
Cleaning	25,051	17,241	300	-
Telephone	18,134	26,307	4,571	15,784
Other Support Costs	120,908	57,904	113,090	51,075
Consultancy	13,382	19,413	9,043	15,814
Legal & Professional fees	6,954	12,883	6,429	11,978
Audit fees	37,904	30,750	30,478	22,750
Bad debts written off	-	125	-	-
(Profit)/loss on disposal of assets	25	2,188	25	2,188
Depreciation	57,543	51,628	45,942	37,459
	<u>971,371</u>	<u>980,433</u>	<u>887,898</u>	<u>905,786</u>
Allocation of support costs				
Costs of generating donations and legacies	108,275	110,581	108,275	110,581
Costs of trading activities	298,492	277,306	215,019	202,659
TLG Volunteer Programmes	476,432	401,336	476,432	401,336
TLG Therapeutic Support	14,234	32,014	14,234	32,014
TLG Program Development & Research	73,938	-	73,938	-
TLG Education Centres	-	159,195	-	159,195
	<u>971,371</u>	<u>980,433</u>	<u>887,898</u>	<u>905,786</u>

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

Included within support costs is £101,435 (2023 - £12,460) of restricted expenditure, allocated to the appropriate activity type.

11. Auditors' remuneration

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Audit of the financial statements (exc. VAT)	38,550	35,000	30,478	22,750
Corporation tax compliance	2,750	2,700	-	-
	<u>41,300</u>	<u>37,700</u>	<u>30,478</u>	<u>22,750</u>

12. Trustees' remuneration and expenses

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

During the year 3 Trustees (2023: 3 Trustees) were reimbursed for expenses incurred on behalf of the Charity to the sum of £291 (2023: £316). 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 2024

Notes to the Financial Statements (continued)

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

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Salaries and wages	1,457,443	1,706,946	1,287,687	1,559,282
Social security costs	130,444	133,421	113,290	123,595
Pension costs	152,062	167,029	136,085	153,782
Other staff costs	28,146	2,701	27,170	-
	1,768,095	2,010,096	1,564,232	1,836,659

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

	Group		Charity	
	2024	2023	2024	2023
	No.	No.	No.	No.
Bands:				
£60,001 - £70,000	-	1	-	1
£70,001 - £80,000	1	-	1	-
	1	1	1	1

The number of staff who received in excess of £60,000 to whom retirement benefits are accruing under defined contributions schemes was 1 (2023 - 1)

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Employer's pension contributions to defined contribution schemes in respect of the employees receiving in excess of £60,000	10,572	10,421	10,572	10,421
	10,572	10,421	10,572	10,421

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 £436,651 (2023 - £413,514).

14. Average number of employees

	Group		Charity	
	2024	2023	2024	2023
	No.	No.	No.	No.
TLG Volunteer Programmes	17	15	17	15
TLG Therapeutic Support	1	2	1	2
TLG Education Centres	-	9	-	9
TLG Program Development & Research	5	-	5	-
Fundraising & Partnerships	7	8	7	8
National Development	6	9	6	9
Centre Support, Teaching & Learning	-	2	-	2
Commercial & Other Support Staff	15	20	11	16
	51	65	47	61

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

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

Group and Charity	Computer Software £	Total £
Cost		
At 1 January 2024	93,904	93,904
Additions	-	-
As at 31 December 2024	93,904	93,904
Amortisation		
At 1 January 2024	50,834	50,834
Charge for the year	23,528	23,528
As at 31 December 2024	74,362	74,362
Net book value		
As at 31 December 2023	43,071	43,071
As at 31 December 2024	19,542	19,542

17. Tangible fixed assets

Group	Freehold property £	Equipment £	Fixtures and fittings £	Total £
Cost				
At 1 January 2024	401,634	215,278	94,041	710,953
Additions	-	16,512	30,710	47,222
Disposals	-	-	(38)	(38)
As at 31 December 2024	401,634	231,790	124,713	758,137
Depreciation				
At 1 January 2024	14,207	136,248	8,657	159,112
Charge for the year	7,563	40,511	17,766	65,840
Disposal	-	-	(13)	(13)
As at 31 December 2024	21,770	176,759	26,410	224,939
Net book value				
As at 31 December 2023	387,427	79,030	85,384	551,841
As at 31 December 2024	379,864	55,031	98,303	533,198

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

17. Tangible fixed assets (continued)

	Freehold property	Equipment	Fixtures and fittings	Total
Charity	£	£	£	£
Cost				
At 1 January 2024	401,634	140,363	77,617	619,614
Additions	-	12,962	5,971	18,933
Disposals	-	-	(38)	(38)
Fair Value	-	-	-	-
Adjustment	-	-	-	-
As at 31 December 2024	401,634	153,325	83,550	638,509
Depreciation				
At 1 January 2024	14,207	84,356	8,657	107,220
Charge for the year	7,563	28,909	13,741	50,213
Disposals	-	-	(13)	(13)
As at 31 December 2024	21,770	113,265	22,385	157,420
Net book value				
As at 31 December 2023	387,427	56,007	68,960	512,394
As at 31 December 2024	379,864	40,060	61,165	481,089

Trustees with guidance from Carter Jonas have assessed the value of the Freehold properties held in the group as at 31 December 2024 and consider the valuation to be the same as at the previous period. The previous period was based on the 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 £
Cost	
At 1 January 2024	100
New investment into Hope Park Workspaces (Salford Quays)	100
As at 31 December 2024	200

The Charity owns 100% of the £1 ordinary shares issued in Hope Park Business Centres Limited (Company number 09851811), the investment is £100 (2023 – £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.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

Turnover and assets of subsidiary

	2024 £	2023 £
Hope Park Business Centres		
Turnover	512,637	442,317
Expenditure	(494,337)	(455,849)
Unrealised gain/(loss) on investments	0	(80,000)
Profit for the financial year	18,300	(93,532)
Assets	1,675,805	1,584,833
Liabilities	(1,393,512)	(1,871,892)
Net assets	282,293	(287,059)
Hope Park Workspaces (Salford Quays)		
Turnover	298,760	17,910
Expenditure	(508,924)	(66,494)
Unrealised gain/(loss) on investments	0	0
Profit for the financial year	(210,164)	(48,584)
Assets	204,162	99,168
Liabilities	(462,809)	(147,652)
Net Liabilities	(258,647)	(48,484)

19. Investment Property

Freehold Investment Property	Group £	Charity
Valuation		
At 1 January 2024	5,908,366	4,368,366
Fair Value adjustment	-	-
At 31 December 2024	5,908,366	4,368,366

Trustees with guidance from Carter Jonas have assessed the value of the Freehold properties held in the group as at 31 December 2024 and consider the valuation to be the same as at the previous period. The previous period was based on the 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. The fair value is £5,908,366 (2023: £5,908,366) and there was no change in value included in the statement of financial activities (2023: loss of £352,583).

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

20. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Amounts falling within one year				
Trade debtors	19,299	31,224	12,338	30,119
Amounts owed by group undertakings	-	-	372,861	316,563
Prepayments	81,768	59,958	25,111	53,261
Accrued income	652,348	383,348	652,348	383,348
Other debtors	49,060	66,236	49,060	47,996
	802,475	540,765	1,111,718	831,287
Amounts falling due after more than one year				
Amounts owed by group undertakings	-	-	1,094,935	952,192
Accrued income	419,000	405,713	419,000	405,713
	419,000	405,713	1,513,935	1,357,905

Within the group and charity accrued income is £1,071,348 (2023 - £789,060) in respect of multi-period grants.

21. Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Amounts falling within one year				
Bank loans	152,022	409,424	152,022	409,424
Trade creditors	140,954	115,398	24,902	37,244
Other taxation and social security	89,087	59,101	71,200	61,033
Accruals	97,111	47,410	38,310	31,470
Deferred income	24,139	32,483	24,139	23,777
Other creditors	248,750	194,874	98,579	102,581
	752,064	858,690	409,151	665,529
Deferred income				
Deferred income at 1 January	32,483	37,746	23,777	34,753
Resources deferred in the period	24,139	32,483	24,139	23,777
Amounts released from previous periods	(32,483)	(37,746)	(23,777)	(34,753)
	24,139	32,483	24,139	23,777

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

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

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	3,886,190	3,909,923	3,886,190	3,909,923
	3,886,190	3,909,923	3,886,190	3,909,923

23. Bank loans

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Amounts falling due within one year	152,022	409,424	152,022	409,424
Amounts falling due 2-5 years	898,039	1,085,864	898,039	1,085,864
Amounts falling due after 5 years	2,988,151	2,824,060	2,988,151	2,824,060
	4,038,212	4,319,348	4,038,212	4,319,348

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 supporter of TLG. The amount outstanding on the loan on 31 December 2024 is £100,000 (2023 - £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 2024 is £3,183,479 (2022 - £3,168,818). 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 2024 is £408,065 (2023 - £482,787). 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 2024 is £196,668 (2023 - £267,743). 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 6.25% per annum.

24. Provisions for liabilities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Provisions at 1 January	-	165,360	-	165,360
Net amounts arising from discontinued activities	-	-	-	-
Net amounts released in year	-	(165,360)	-	(165,360)
	-	-	-	-

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 2024

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 £152,062 (2023 - £167,029). The charity pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £136,085 (2023 - £153,782).

26. Obligations under leases and hire purchase contracts

Operating leases

The total of future minimum lease payments is as follows:

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Not later than one year	1,740	1,939	1,740	1,732
Later than one year and not later than five years	1,169	2,581	1,169	2,581
Later than five years	-	-	-	-
	2,909	4,520	2,909	4,313

The amount of non-cancellable operating lease payments recognised as an expense during the year within the group and charity was £1,741 (2023 - £1,732).

Operating leases - lessor

The total of future minimum lease payments is as follows:

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Not later than one year	964,658	643,566	338,350	452,862
Later than one year and not later than five years	979,479	1,096,307	369,730	658,790
Later than five years	-	-	-	-
	1,944,137	1,739,873	708,080	1,111,652

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

27. Funds

	Fund balance 01/01/2024 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Net movement in funds £	Fund balance 31/12/2024 £
Unrestricted funds							
Accumulated funds	2,884,499	2,586,601	(2,398,444)	-	-	188,157	3,072,655
Designated funds							
Revaluation Reserve	(48,916)	-	-	-	-	-	(48,916)
Total unrestricted funds - Charity	2,835,582	2,586,601	(2,398,444)	-	-	188,157	3,023,739
Restricted funds							
Volunteer Programmes	48,859	565,200	(334,916)	-	-	230,284	279,144
Therapeutic support	2,790	-	(2,790)	-	-	(2,790)	-
Benefact	750	15,000	(15,750)	-	-	(750)	-
Core Support	-	270,324	(110,324)	-	-	160,000	160,000
Cost of Living	-	150,000	(150,000)	-	-	230,284	-
	52,399	1,000,524	(613,780)	-	-	386,744	439,144
Total funds – Charity	2,887,981	3,587,125	(3,012,224)	-	-	574,901	3,462,883
Funds retained in trading subsidiaries							
Unrestricted profit and loss reserve - non-distributable	397,516	-	-	-	-	-	397,516
Unrestricted profit and loss reserve - distributable	(175,633)	624,230	(822,669)	-	-	(198,439)	(374,072)
Total funds retained in trading subsidiaries	221,883	624,230	(822,669)	-	-	(198,439)	23,444
Removal of group transactions	-	(123,261)	123,261	-	-	-	-
Total funds – Group	3,109,865	4,088,094	(3,711,632)	-	-	376,462	3,486,327

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2024

Notes to the Financial Statements (continued)

27. 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.

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 2024 - Dec 2024; 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.

Core Support

Costs specifically in relation to the support required to enable TLG programmatic activities

Cost of Living

Specific programmatic activities which support beneficiaries impacted by the increased cost of living.

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 2024

Notes to the Financial Statements (continued)

28. Analysis of net assets by funds

Group	Unrestricted funds £	Restricted funds £	Revaluation reserve £	Total funds £
Intangible fixed assets	19,542	-	-	19,542
Tangible fixed assets	537,695	-	(4,497)	533,198
Investment property	5,555,269	-	353,097	5,908,366
Current assets	1,224,331	439,144	-	1,663,475
Current liabilities	(752,064)	-	-	(752,064)
Long term liabilities	(3,886,190)	-	-	(3,886,190)
	2,698,584	439,144	348,600	3,486,327

Charity	Unrestricted funds £	Restricted funds £	Revaluation reserve £	Total funds £
Intangible fixed assets	19,542	-	-	19,542
Tangible fixed assets	485,586	-	(4,497)	481,089
Investments	200	-	-	200
Investment property	4,412,785	-	(44,419)	4,368,366
Current assets	2,449,882	439,144	-	2,889,026
Current liabilities	(409,151)	-	-	(409,151)
Long term liabilities	(3,886,190)	-	-	(3,886,190)
	3,072,654	439,144	(48,916)	3,462,881

29. Analysis of changes in net debt

Group and Charity	Net debt at 1 January 2024 £	Net movement £	Net debt at 31 December 2024 £
Short term borrowings	409,424	(257,402)	152,022
Long term borrowings	3,909,923	(23,734)	3,886,190
	4,319,348	(281,136)	4,038,212

Cash movement	Net Cash at 1 January 2024 £	Net movement £	Net Cash at 31 December 2024 £
Charity Cash in bank and in hand	350,211	(86,838)	263,373
Group Cash in bank and in hand	428,724	13,276	442,000

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2024

Notes to the Financial Statements (continued)

30. Financial instruments

	Group		Charity	
Financial assets	2024	2023	2024	2023
	£	£	£	£
Financial assets measured at fair value through SOFA	6,288,229	6,295,793	4,748,229	4,755,792
	<u>6,288,229</u>	<u>6,295,793</u>	<u>4,748,229</u>	<u>4,755,792</u>

31. Free reserves

	Group	
	2024	2023
	£	£
Total funds	3,486,327	3,109,765
Intangible Assets	(19,542)	(43,071)
Tangible Assets	(533,198)	(551,841)
Investment Property	(5,908,366)	(5,908,366)
Loans to be repaid (secured against property)	4,038,212	4,319,348
Restricted Funds	(439,144)	(52,399)
	<u>624,290</u>	<u>873,437</u>

32. Related party transactions

The total of voluntary donations to TLG by trustees and key management amounted to £12,797 during the year (2023 - £14,497).

There are 3 close family members of key management personnel who were employees of the Charity for the year and received remuneration totalling £81,184 (2023: £34,950).

During the year the charity received loan interest of £113,508 (2023 - £85,314) from its subsidiaries Hope Park Business Centres Limited and Hope Park Workspaces (Salford Quays) Limited to cover loans taken out in the charity name to fund the purchase of investment property owned by Hope Park Business Centres Limited, and initial working capital for Hope Park Workspaces (Salford Quays) Limited.

The charity received payments totalling £20,455 (2023 - £13,878) to cover the administration of finance within its subsidiaries Hope Park Business Centres Limited and Hope Park Workspaces (Salford Quays) Limited.

The charity made payments totalling £103,153 (2023 - £122,746) to cover the management of the charity's investment properties by its subsidiary Hope Park Business Centres Limited.

As at the 31 December 2024 the following amounts were owed to the charity by its subsidiary, Hope Park Business Centres Limited: Due within one year £211,148 (2023 - £282,974) Due in more than one year £1,094,935 (2023 - £952,192).

As at the 31 December 2024 the following amounts were owed to the charity by its subsidiary, Hope Park Workspace (Salford Quays) Limited: Due within one year £161,714 (2023 - £33,789).

33. Contingent Asset

An amount of £60,000 is being contested in relation to business rates charged in relation to HPW(SQ) property, which are being investigated with Salford Council. There is an expectation that this amount will be recovered on conclusion of the investigation, however there is insufficient certainty to permit recognition as a debtor.

34. Ultimate control

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



TLG Early Intervention in Belfast



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

Transforming Lives for Good (TLG) Ltd. is a company limited by guarantee,
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