

Charity registration number 512710 (England and Wales)

Company registration number 01559314

TLC: TALK, LISTEN, CHANGE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025



TLC: TALK, LISTEN, CHANGE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	S Ahsan J Brearley Dr G A Drugan C M Gaskell S E Ingleby C A Jowitt C Liu G N Lowe A Raymode B M Shuttleworth C J Spain A Sultan	(Appointed 6 August 2025) (Appointed 6 August 2025) (Appointed 6 August 2025)
Secretary	Mrs M Hill	
Charity number (England and Wales)	512710	
Company number	01559314	
Registered office	Floor 5, Trafford House Chester Road Manchester M32 0RS	
Auditor	Xeinadin Audit Limited First Floor, The Foundation Herons Way Chester Business Park Chester Cheshire CH4 9GB	
Bankers	Royal Bank of Scotland Plc Bolton Customer Service Centre PO Box 2027 Parklands De Havilland Way Horwich BL6 4YU	
Solicitors	Trowers & Hamblins LLP 55 Princess Street Manchester M2 4EW	

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

Objectives and activities

Our charity's purposes as set out in the objects contained in the company's governing documents are to:

- benefit the public by the provision of integrated relationship support to provide safe, healthy and happy relationships; and
- to ensure our door is open to all who require our services regardless of means or background;

Our aims fully reflect the purposes that the charity was set up to further the provision of relationship support to all. We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help.

The review also helps us ensure our aim, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set out in the governing documents.

The history and focus of our work

TLC: Talk, Listen, Change was formed on 1st April 2017. Prior to this we used to be part of the national Relate Federation (since 1981) but back in 2016, with a growing range of services, our Board, our staff, our volunteers and other members all decided we could give better, more useful and integrated services as a wholly independent charity.

Our integrated package of relationship support is unique and provides an innovative and creative offer to both the people we work with and the communities in which they live.

How our activities deliver public benefit

- We deliver a range of integrated support, therapies and programmes of work which help improve emotional wellbeing and ensure safe, healthy and happy relationships. We believe that being surrounded by safe, healthy and happy relationships supports high levels of emotional wellbeing and increased personal resilience. We want all relationships to be as good as possible. Relationships should be nourished and sometimes everyone needs support to do this.

- We deliver services to people of all ages. We deliver services to individuals, couples, families and communities. We take a holistic approach to each person, tailoring support according to what they most want to achieve and the way in which they want to engage with us. We will pay attention to the specific needs of marginalised and/or minority groups and strive to best meet their needs. We will work with everyone; our starting point is always about getting to know and understand the person.

Relationships can be of any kind. It could be the relationship with yourself, the relationship with a partner or previous partner, with friends or family, with school or work or with the wider community. Individuals can approach us directly for support or can be referred by a professional agency they are already engaged with.

People can choose to access our services in a way which works for them. Our focus is on helping individuals increase their understanding of who they are and why, identifying how they need or want to change, enabling them to discover and build on their strengths and equip themselves with the skills to develop different ways of being and acting, for themselves and within the relationships that they have. People can work with us for a short time or over the longer term. Our door is always open if anyone wants to come back.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Strategies for achieving aims and objectives

Our Strategic Priorities for 2024-2026 are:

- Diversify: Strategically review our income streams, partnerships and organisational structure, whilst incorporating sustainable practices and technology. Be ambitious and brave.
- Develop: Invest in our team and our systems to strengthen their foundation. Be constantly learning.
- Differentiate: Understand what makes us unique and leverage this through our marketing, communications and brand recognition. Celebrate who we are.
- Deepen: Expand our impact through co-design, data-driven decisions and high quality, equitable services. Focus on impact.
- Dedicate: Commit ourselves to living our values, through being an employer of choice and a strong ethical and trusted provider. Be true to our word.

Our values

We pride ourselves on being a value-based organisation. Our values are:

- Safe: championing safety, enriching lives.
- Authentic: honest voices, genuine action.
- Person Centred: empowering diversity, celebrating unity.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

We are committed to equality, diversity and inclusion (EDI) and have a specific EDI strategy which guides this work. EDI activities are overseen by our People Committee. We are proud of our three staff networks, for staff who identify in the LGBTQIA+ community, staff who are people of colour and staff with a disability.

Public benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

Significant activities and achievements against objectives

Our progress

Demand for our services continues to grow – this year we have helped just under 2,500 people through 15,500 sessions of support.

Our team have once again worked incredibly hard amidst an ever-changing financial and political landscape, remaining solidly focused on supporting people to achieve safe, healthy, happy relationships in all areas of their lives.

We've continued our existing services alongside winning new contracts and sourcing funding for innovation. We have also faced many challenges along the way, with more unsuccessful funding applications and stiffer competition than ever before. To counter this, we have appointed a wonderful Partnerships Director to help build relationships with our third sector colleagues, leading to many partnership bids and new opportunities for collaboration – because of course, we are always better together.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Organisational highlights of the year included:

- New funding from Rayne Foundation and Masonic Charitable Foundation, as well as continued support from Zochonis Charitable Trust
- Contract wins to deliver two pilot programmes for young people – one a whole school approach to combatting Gender-Based Violence, and the second an educational preventative programme focused on Violence Against Women and Girls with TLC delivering specialist support. We reached just under 1000 young people through this work
- Winning a contract to deliver a counselling service in Nottinghamshire for victim-survivors of domestic abuse
- Securing social investment to supercharge the further growth of Now You're Talking, our 'profit with purpose' commercial counselling subsidiary
- Our work with children and young people using harm programme was featured in Closer Magazine. We have also been involved with filming for ITV and Channel 4 programmes, and Radio 5 Live, to discuss the work of TLC and specifically our Domestic Abuse service

We completed our most successful fundraising event so far – in May 2025, a group of 20 staff and supporters completed the Yorkshire 3 Peaks Challenge raising over £10,000 for TLC.

In conclusion

We anticipate another challenging yet exciting year to come, with the need for flexibility and innovation never greater. We're committed to continuing to do all we can to support safe, healthy, happy relationships in communities across the UK.

"You helped me realise the biggest and hardest thing - that I was hurting myself with my negativity, beating and blaming myself all the time. I didn't know how to put my foot on the brakes - I only knew how to dig the hook in deeper. I've learnt it's not my fault. Thankyou."

Adult participant, December 2024.

Financial review

The charity's principal sources of income during the year continued to be income earned from the delivery of counselling, wellbeing and relationship support services, together with individual client payments, grants and investment income. Total income for the year ended 31 March 2025 amounted to £4,679,000 (2024: £4,326,714), with the majority generated from charitable activities. Total expenditure for the year was £4,637,486 (2024: £4,268,575), resulting in a net surplus for the year of £41,514 (2024: £58,139).

The trustees undertook a review of the classification of income and expenditure in the prior year and identified that income arising from service delivery contracts had previously been incorrectly reported as restricted funds. These arrangements represent contracts for the provision of services and do not constitute restricted income under the Charities SORP. As a result, a prior year adjustment was made to reclassify income of £4,037,135 and expenditure of £4,125,194 to unrestricted funds, with a net deficit of £88,059 transferred from restricted funds to the unrestricted general fund. Comparative figures have been restated accordingly.

At 31 March 2025, total unrestricted funds stood at £624,442 (2024: £582,928). The trustees consider the charity's financial position to be stable, with sufficient unrestricted reserves to support ongoing operations and to provide resilience against short-term fluctuations in income.

Cash balances at the year end were £272,635 (2024: £536,561). The reduction in cash during the year primarily reflects the timing of receipts, movements in working capital and investment in fixed assets and deposits, rather than underlying financial weakness. The charity continues to closely monitor cash flow and liquidity.

The trustees remain focused on maintaining strong financial controls, diversifying income streams and ensuring that resources are applied effectively in furtherance of the charity's objectives.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Reserves policy

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The Charity during the past years has built up reserves to safeguard the future of the service during these difficult times and where necessary to subsidise activities when public funding has diminished.

All aspects of both income and expenditure have been carefully studied and, where appropriate, action taken to reduce costs and maximise income. The financial position of the Charity was closely monitored throughout the year and reported on to the Trustees with total transparency so that any action could be quickly taken where necessary if a change of direction or cost cutting was required.

In order to make a judgment on the amount of reserve, the Trustees have considered the risks in respect of expenditure, unrestricted income, restricted income and where funds can only be realised by the disposal of a fixed asset. Trustees have also taken into consideration any external identified potential major risks to income and expenditure during the year under consideration.

Major risks

A risk assessment has been undertaken for the period 2024/25 and the following has been determined:

- Unrestricted Income: High risk due to longer term impact of Covid-19 and the cost of living crisis on charitable income, namely client payments, fundraising and events and schools-based counselling. However the funding received from relationships with Commissioners remain positive and low risk.
- Expenditure: Medium risk as budget has been remodelled to reflect current circumstances but the longer-term impact remains unclear.
- External environment: Medium risk due to changing resources in the public sector and longer-term funding availability

Our smart reserve policy is modelled on the following:

- 100% of redundancy costs if TLC: Talk, Listen, Change needed to make all staff redundant immediately.
- Lease liabilities for Trafford House capped at a 6 month notice period.
- 10% contingency - based on 10% of the current income - which would enable us to cover the cost of lost funding if needed.

TLC: Talk, Listen, Change is predicting income of £5,967,888 for 2025/26.

Based on this smart reserve model we should hold in reserve £839,055.

Current Reserves as of 31 March 2025 equal £624,442. This is a shortfall of £214,613 of our required reserve level. However, the 10% contingency is based on the future income levels not the current 2024/25 levels. This gap will be further closed with the addition of any surplus at the end of 2025/2026. A prediction of a surplus for 2025/26, which is based on the conservative budget, is £108,148 pre depreciation.

In future years any excess reserves will be used to:

- Invest in new service development
- Invest in replication of services into new geographical areas
- Invest in additional organisational resources

Reserves have been established in the past by:

- Tight control of expenditure in all areas.
- Successful fundraising
- Maximising interest income from a positive cash flow situation over many years.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The Board seek to maintain reserves by setting an achievable balanced budget for each financial year.

The policy and the calculation of level of reserves will be reviewed at least annually. The reserve figure stated will be checked after the production of the annual accounts, prior to budget setting and at year-end.

Reserves required are reviewed outside of this schedule if we are considering the application or use of a significant level of reserve.

The Trustees have worked closely with the management of the Charity and all are extremely satisfied with the current position.

We have continued to receive financial support from most local authorities in whose areas we work and we are very grateful to them for their support and encouragement. We also very much appreciate all those organisations, trusts and private individuals who continue to support our work financially and without whom we could not survive.

Structure, governance and management

The charity is a company limited by guarantee and is registered in England and Wales (company number 01559314). It is also registered with the Charity Commission (charity number 512710). The charity is governed by its Memorandum and Articles of Association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

S Ahsan	(Appointed 6 August 2025)
J Brearley	(Appointed 6 August 2025)
Dr G A Drugan	
C M Gaskell	
S E Ingleby	
C A Jowitt	(Appointed 6 August 2025)
C Liu	
G N Lowe	
A Raymode	
B M Shuttleworth	
C J Spain	
A Sultan	
C M Blunt	(Resigned 20 May 2025)

Recruitment and appointment of trustees

Appointment of the Trustees is by election at the Annual General Meeting of the Charity. Additional Trustees to fill casual vacancies may be appointed by the Board during the year and their continuation is subject to election at the next AGM.

New Trustees are required to undergo an induction programme including an introduction to the objectives, scope and policies of the Charity, Charity Commission information and Trustee responsibilities.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Organisational structure

The Charity has a Board of Trustees, which delegates the day-to-day responsibility of the management and control of the Charity and its funds to its Chief Executive.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Chief Executive along with the Executive Leadership Team and Senior Leadership Team. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Senior Leadership Team has responsibility for the day to day operational management of the Charity, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice.

The Chair, Vice Chair and Treasurer who sit on the Board of Trustees are elected at the Annual General Meeting. The Chief Executive, appointed by the Board of Trustees, is responsible to the Trustees and attends Board of Trustee meetings for discussion and approval of activities on a regular basis.

All expenditure is approved by the Board of Trustees either acting as a body in the case of major expenditure or through a scheme of delegations via the Chief Executive and the Trustees ensure that full accounting records are maintained with monthly production of statistics and management accounting records to ensure that all criteria for spending the funds of the Charity are fully met. Within the Charity there are a number of restricted funds relating to specific projects. The delegated authority to the Chief Executive ensures that these are managed on a day to day basis within the requirements of their restrictions and this is overseen by the Board of Trustees.

Remuneration policy

Our charity is committed to ensuring that remuneration for senior staff is fair, transparent, and aligned with our mission.

Senior staff are defined as members of our Executive Leadership Team who hold significant responsibility for strategic decision-making and operational delivery. Their pay is determined by the Board of Trustees, following a clear and robust process that considers:

- Market benchmarking against comparable roles within the third sector
- Skills, experience, and responsibilities required for the role
- Affordability within the charity's financial position
- Performance in delivering our charitable objectives

We review senior staff pay annually to ensure it remains appropriate and proportionate. All remuneration decisions are made by our Group People Committee (sub-committee of our Board) after discussion with our Group Finance Committee, and ultimately signed off by our main Board. This process is set out in our Group Scheme of Delegation.

Statement of trustees' responsibilities

The trustees, who are also the directors of TLC: Talk, Listen, Change for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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

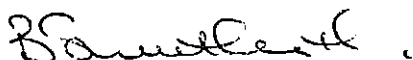
Auditor

In accordance with the company's articles, a resolution proposing that Xeinadin Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



B M Shuttleworth
Trustee

30 January 2026

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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TLC: TALK, LISTEN, CHANGE

Opinion

We have audited the financial statements of TLC: Talk, Listen, Change (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 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.

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 our audit:

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

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INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF TLC: TALK, LISTEN, CHANGE

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate 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 trustees' 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Enquiry of management and those charged with governance to identify any instances of non-compliance with laws and regulations.

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INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF TLC: TALK, LISTEN, CHANGE

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Charity is subject to many other laws and regulations where the consequence of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance the imposition of fines or litigation or the loss of the Charity's license to operate. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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



Stephanie Baker BA(Hons) ACA (Senior Statutory Auditor)

For and on behalf of Xeinadin Audit Limited, Statutory Auditor

Chartered Accountants

First Floor, The Foundation

Hérons Way

Chester Business Park

Chester

Cheshire

CH4 9GB

30 January 2026

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STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Unrestricted funds 2024 as restated £
Income from:			
Donations and legacies	3	12,704	26,555
Charitable activities	4	4,635,256	4,272,236
Investment income	5	31,040	27,923
Total income		4,679,000	4,326,714
Expenditure on:			
Charitable activities	6	4,637,486	4,268,575
Total expenditure		4,637,486	4,268,575
Net income and movement in funds		41,514	58,139
Reconciliation of funds:			
Fund balances at 1 April 2024		582,928	524,789
Fund balances at 31 March 2025		624,442	582,928

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

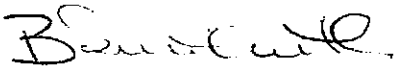
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BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024 as restated	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		78,560		99,474
Investments	13		50,501		1
			<u>129,061</u>		<u>99,475</u>
Current assets					
Debtors	15	689,525		812,156	
Cash at bank and in hand		272,635		536,561	
		<u>962,160</u>		<u>1,348,717</u>	
Creditors: amounts falling due within one year	16	(371,861)		(730,367)	
Net current assets			<u>590,299</u>		<u>618,350</u>
Total assets less current liabilities			<u>719,360</u>		<u>717,825</u>
Creditors: amounts falling due after more than one year	17		(94,918)		(134,897)
Net assets			<u>624,442</u>		<u>582,928</u>
The funds of the charity					
Unrestricted funds	21		624,442		582,928
			<u>624,442</u>		<u>582,928</u>

The financial statements were approved by the trustees on 30 January 2026



B M Shuttleworth
Trustee

Company registration number 01559314 (England and Wales)

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STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	26		(171,997)		(1,670,344)
Investing activities					
Purchase of tangible fixed assets		(15,096)		(16,717)	
Purchase of subsidiaries		-		(1)	
Purchase of other investments		(50,500)		-	
Investment income received		31,040		27,923	
Net cash (used in)/generated from investing activities			(34,556)		11,205
Financing activities					
Repayment of borrowings		(24,743)		96,614	
Proceeds from new bank loans		-		144,000	
Repayment of bank loans		(32,630)		(131,530)	
Net cash (used in)/generated from financing activities			(57,373)		109,084
Net decrease in cash and cash equivalents			(263,926)		(1,550,055)
Cash and cash equivalents at beginning of year			536,561		2,086,616
Cash and cash equivalents at end of year			<u>272,635</u>		<u>536,561</u>

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

TLC: Talk, Listen, Change is a private company limited by guarantee incorporated in England and Wales. The registered office is Floor 5, Trafford House, Chester Road, Manchester, M32 0RS.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Grants

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract or where entitlement to grant funding is subject to specific performance conditions. Grant income included in this category provides funding to support programme activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Income is deferred in respect of cash received relating to future expenditure.

Income from contracts and commissioned services

This income is included within individual client payments and contract client payments. This relates to amounts receivable for the provision of services to commissioners, local authorities and individual clients. This income represents consideration for services delivered and is classified as unrestricted income.

Income is recognised in the Statement of Financial Activities in the period in which the services are provided, in accordance with the terms of the relevant contracts. Where payments are received in advance of service delivery, the income is deferred and recognised as income in the period to which it relates.

Income is measured at the fair value of the consideration received or receivable. Any surplus arising from contract income is available to be applied in furtherance of the charity's general charitable objectives.

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Investment Income

Investment income is recognised when received and is comprised of interest from fixed asset investments and interest from bank accounts received.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Improvements to property	20% on cost
Plant and equipment	20% on reducing balance
Fixtures and fittings	33% on reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method 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. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans 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 payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions in TLC are reviewed on an ongoing basis by the trustees particularly the treasurer. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

There are not considered to be any key judgements in applying accounting policies or key sources of estimation uncertainty that need to be adopted by management or key management personnel.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	12,704	26,555

4 Income from charitable activities

	Support services 2025 £	Support services 2024 £
Individual client payments	50,934	126,554
Contract client payments	4,488,804	4,061,813
Grants	95,518	83,869
	<u>4,635,256</u>	<u>4,272,236</u>
Analysis by fund		
Unrestricted funds	<u>4,635,256</u>	<u>4,272,236</u>

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

5 Income from investment income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Deposit account interest	25,506	23,983
Interest receivable	5,534	3,940
	<u>31,040</u>	<u>27,923</u>

6 Expenditure on charitable activities

	Support services 2025 £	Support services 2024 £
Direct costs		
Staff costs	3,908,853	3,536,195
Depreciation and impairment	36,010	42,948
Charitable expenditure	457,588	475,058
	<u>4,402,451</u>	<u>4,054,201</u>
Share of support and governance costs (see note 7)		
Support	226,518	208,381
Governance	8,517	5,993
	<u>4,637,486</u>	<u>4,268,575</u>
Analysis by fund		
Unrestricted funds	<u>4,637,486</u>	<u>4,268,575</u>

7 Support costs allocated to activities

	Support services 2025 £	Total 2024 £
Management	225,251	207,475
Finance	1,268	906
Governance costs	8,518	5,993
	<u>235,037</u>	<u>214,374</u>

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

8	Net movement in funds	2025	2024
		£	£

The net movement in funds is stated after charging/(crediting):

Fees payable for the audit of the charity's financial statements	3,550	3,450
Depreciation of owned tangible fixed assets	36,010	42,948
	<u>36,010</u>	<u>42,948</u>

9 Trustees

One of the trustees were reimbursed expenses during the year totalling £42 (2024: £0).

10 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
All employees	134	132
	<u>134</u>	<u>132</u>

Employment costs

	2025	2024
	£	£
Wages and salaries	3,523,807	3,179,595
Social security costs	299,161	274,636
Other pension costs	85,885	81,964
	<u>3,908,853</u>	<u>3,536,195</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025	2024
	Number	Number
£70,001 to £80,000	1	1
	<u>1</u>	<u>1</u>

Remuneration of key management personnel

The trustees consider key management personnel to be comprised of the Directors of Services, the Head of Business Intelligence, the Chief Executive Officer, the Director of Business Services and the Director of Development.

The total amount of employee benefits, including salaries, received by key management personnel was £375,847 (2024: £346,404).

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

12 Tangible fixed assets

	Improvements to property £	Plant and equipment £	Fixtures and fittings £	Total £
Cost				
At 1 April 2024	27,811	1,352	256,058	285,221
Additions	-	-	15,096	15,096
At 31 March 2025	27,811	1,352	271,154	300,317
Depreciation and impairment				
At 1 April 2024	25,211	1,351	159,185	185,747
Depreciation charged in the year	2,600	-	33,410	36,010
At 31 March 2025	27,811	1,351	192,595	221,757
Carrying amount				
At 31 March 2025	-	1	78,559	78,560
At 31 March 2024	2,601	1	96,872	99,474

13 Fixed asset investments

	Cash on deposit £	Other investments £	Total £
Cost or valuation			
At 1 April 2024	-	1	1
Additions	50,500	-	50,500
At 31 March 2025	50,500	1	50,501
Carrying amount			
At 31 March 2025	50,500	1	50,501
At 31 March 2024	-	1	1
Other investments comprise:	Notes	2025 £	2024 £
Investments in subsidiaries	14	1	1

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Subsidiaries

TLC: Talk, Listen, Change is the parent charity of Now You're Talking Therapy Limited, a wholly owned subsidiary. In accordance with the Companies Act 2006 and section 24.13 of FRS 102, the trustees have elected not to prepare consolidated financial statements on the basis that the subsidiary's turnover, expenditure, assets and liabilities are immaterial to the charity's overall financial position and performance.

These financial statements therefore present information for the charity alone. Separate company (parent charity) financial statements are required to be prepared by law.

Consolidated financial statements for the TLC Group are not prepared, as the subsidiary is considered immaterial for the purpose of giving a true and fair view.

Details of the charity's subsidiaries at 31 March 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Now You're Talking Therapy Limited (Company number: 15452876)	Floor 5, Trafford House Chester Road, Stretford, Manchester, United Kingdom, M32 0RS	Social work activities	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Now You're Talking Therapy Limited (Company number: 15452876)	(14,536)	(14,536)

15 Debtors

Amounts falling due within one year:	2025	2024
	£	£
Trade debtors	260,864	658,592
Other debtors	149,254	16,040
Prepayments and accrued income	279,407	137,524
	<u>689,525</u>	<u>812,156</u>

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Bank loans	18	10,648	9,957
Other borrowings		29,284	47,369
Other taxation and social security		70,750	60,411
Deferred income	19	76,570	356,524
Trade creditors		98,269	223,882
Other creditors		25,790	19,631
Accruals		60,550	12,593
		<u>371,861</u>	<u>730,367</u>

17 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	18	1,578	34,899
Other borrowings		93,340	99,998
		<u>94,918</u>	<u>134,897</u>

18 Loans and overdrafts

	2025 £	2024 £
Bank loans	12,226	44,856
Other loans	122,624	147,367
	<u>134,850</u>	<u>192,223</u>
Payable within one year	39,932	57,326
Payable after one year	<u>94,918</u>	<u>134,897</u>

The charity has two outstanding secured loan facilities, comprising a fixed charge in favour of Key Fund Investments Limited (10 November 2025) in addition to a Bounce Back Loan and a floating charge in favour of Postcode Innovation Trust (30 June 2025). A previous fixed charge over property at 346 Chester Road, Cornbrook, granted to Williams & Glyn's Bank PLC, was satisfied on 23 July 2024. The loans are secured over the assets specified in the charge documents and are repayable in accordance with their contractual terms.

19 Deferred income

	2025 £	2024 £
Other deferred income	<u>76,570</u>	<u>356,524</u>

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

19 Deferred income (Continued)

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	76,570	356,524
Movements in the year:		
Deferred income at 1 April 2024	356,524	2,035,255
Released from previous periods	(356,524)	(2,035,255)
Resources deferred in the year	76,570	356,524
Deferred income at 31 March 2025	76,570	356,524

Deferred income represents amounts received in advance of the period to which they relate. Income is deferred where conditions for recognition have not yet been met. During the year, income received in advance has been deferred, and amounts deferred in prior periods have been released to the Statement of Financial Activities as the charity becomes entitled to the income.

20 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	85,885	81,964

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
General funds	582,928	4,679,000	(4,637,486)	624,442
Previous year:				
	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
General funds	524,789	4,326,714	(4,268,575)	582,928

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	38,958	38,958
Between two and five years	155,832	155,832
In over five years	29,218	68,176
	<u>224,008</u>	<u>262,966</u>

23 Related party transactions

Included within other debtors is a loan balance of £149,254 (2024: £nil) which is due from Now You're Talking Therapy Limited, a subsidiary to the Charity.

24 Post Balance Sheet Events

After the year end date Talk Listen Change merged with the following registered charities during 2025:

- Let's Talk Relationships
- The Relationship Therapy Centre
- Space Counselling
- The Family and Relationship Centre
- Relationship Counselling East Anglia
- Relationship Works
- Relationship Therapy North

These mergers took place during August 2025 and December 2025 at no cost and were registered with the Charity Commission.

In addition, after the balance sheet date, the following charges were registered at Companies House in respect of the charity:

- On 30 June 2025, a floating charge was created in favour of Postcode Innovation Trust.
- On 10 November 2025, a fixed charge was created in favour of Key Fund Investments Limited.

These charges were registered after the balance sheet date but before the financial statements were authorised for issue. They represent non-adjusting post balance sheet events and have not been reflected in the amounts recognised in the financial statements at 31 March 2025.

TLC: TALK, LISTEN, CHANGE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

25 Prior year adjustments

In the prior year, income and expenditure relating to service delivery contracts was incorrectly classified as restricted funds. These contracts represent income earned from the provision of services and do not constitute restricted income, as the funds were received in exchange for services delivered and were not subject to donor imposed restrictions as defined by the Charities SORP.

As a result, a prior year adjustment has been made to reclassify these balances from restricted funds to unrestricted general funds.

The adjustment resulted in the reclassification of income of £4,037,135 and expenditure of £4,125,194, with the net deficit of £88,059 previously included within restricted funds transferred to unrestricted general funds.

Comparative figures have been restated accordingly.

26 Cash absorbed by operations	2025 £	2024 £
Surplus for the year	41,514	58,139
Adjustments for:		
Investment income recognised in statement of financial activities	(31,040)	(27,923)
Depreciation and impairment of tangible fixed assets	36,010	42,948
Movements in working capital:		
Decrease/(increase) in debtors	122,631	(115,639)
(Decrease)/increase in creditors	(61,158)	50,862
(Decrease) in deferred income	(279,954)	(1,678,731)
Cash absorbed by operations	<u>(171,997)</u>	<u>(1,670,344)</u>

27 Analysis of changes in net funds

	At 1 April 2024 £	Cash flows At 31 March 2025 £	
Cash at bank and in hand	536,561	(263,926)	272,635
Loans falling due within one year	(57,326)	17,394	(39,932)
Loans falling due after more than one year	(134,897)	39,979	(94,918)
	<u>344,338</u>	<u>(206,553)</u>	<u>137,785</u>