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TRANSFORMING LIVES FOR GOOD (TLG) LTD.

Annual Report and Accounts

FOR THE YEAR ENDED DECEMBER 31ST 2025

transforming lives for good

On the cover:
TLG Make Lunch - Newmarket

Contents

2025 IN NUMBERS

TLG's Impact

4,694

children helped in 2025

2,081

parents/carers helped

124

TLG EI Centres active across the UK

704

children coached in the last 12 months

119,445

equivalent meals provided to children and parents/carers

66

active Make Lunch clubs across the UK

1,037

people connecting into the wider support of the church

TLG has obtained parental consent for all photos and stories included in this report

"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, Early Intervention, Lisburn, Northern Ireland

Message from the Chief Executive

Being a child or young person right now can be really tough. Far too many children face huge challenges, with the impact of poverty, the ongoing mental health crisis, and cost of living pressures impacting so many families.

I am so thankful for the difference that local churches, together with TLG, are making right now across the nation to the lives of children, young people and families.

2025 has been a year where so many of the statistics reflect a huge increase in the urgent need for help. With 4.5 million children growing up in poverty, and now one in five children considered to have a probable mental health condition, there is a huge risk that this level of adversity damages childhood and hugely limits the future life chances of children and young people. We can also see that statutory services are often overwhelmed. We pay tribute to those that are serving in education, health and social care. Tragically, despite their best efforts, the wait time for mental health support has continued to increase, and the number of children struggling to access an education that meets their needs has grown.

Our vision is fullness of life for every child, no matter what struggles they face. I have had the huge privilege over the 27 years of TLG to see how despair, isolation, and hopelessness, can be exchanged for joy, peace and hope. The difference is the love, care, support and expertise brought by an incredible TLG movement across the UK. Week after week through 2025, we have rejoiced in an incredible increase in the number of churches choosing to partner with TLG to bring hope and fullness of life in their communities. Incredibly, 43 churches became brand-new partners with us in this past year and are now being equipped to bring life transforming help to children, young people and families up and down the nation.

TLG began when a group of us as friends who were part of a local church in Bradford, volunteered our time with young people. I count it a tremendous privilege to continue to be a TLG volunteer, serving within the team in my local church in Bradford through TLG Make Lunch. It's such a wonderful blessing to know that I am one of over 1000 people giving their time to bring community, belonging and meals that matter to children and families in such acute need. Of huge significance is the fact that 83% of Churches who partner with us in Make Lunch, see children, young people and families connecting beyond the TLG programme, into the wider support of the church. I get to see how this ongoing community of support enables lasting change. It's wonderful!

When I first helped Lewis all those years ago, I could never have imagined that one day , there would be more than 700 children across the UK benefiting from one hour with a caring adult showing up just for them each week. As the mental health needs of children and young people increase, I'm so thankful that we have been able to increase the number of Early Intervention trained volunteers stepping in to make a difference for one child each week. I'm also really encouraged to see the huge difference that our pioneering of TLG Therapeutic Hubs in schools is making. This is our brand-new response to the mental health crisis, giving schools the opportunity to directly access the clinical help that children and young people need, but so often are unable to access. There is an urgent need to scale up the support and that is part of our vision as we seek to partner with churches to bring fullness of life across the nation. I want to take this opportunity to say a huge thank you for the part that you are playing. Everything that you will read within this report is only possible because of the incredible commitment and generosity of partners, supporters, staff and our wonderful volunteers. Thank you so much. I trust that you will be really encouraged by the increased scale and impact achieved, and know that you are part of a growing movement enabling lives to be changed.

> **“I have had the huge privilege over the 27 years of TLG to see how despair, isolation, and hopelessness, can be exchanged for joy, peace and hope.**

I want to particularly express deep appreciation to our trustee board for the essential work they do supporting, challenging and serving with the senior leadership team.

Moved by compassion for the plight of so many children, young people and families, we commit ourselves to increasing support and help. Thank you for doing all that you can to partner with us so that many more lives can be transformed for good.

TIM MORFIN OBE
TLG FOUNDER AND CHIEF EXECUTIVE

Early Intervention, Lisburn, Northern Ireland

Message from the Chair

I am pleased to introduce TLG's Annual Report and Accounts for 2025. This year, I have been particularly aware of the growing emotional weight many children and young people are carrying. Rising levels of distress, anxiety and trauma are shaping childhood in ways that none of us can overlook. These challenges continue to draw me to TLG's mission, because I believe every child deserves support that helps them feel understood, seen and supported. My connection to TLG is personal; I'm continually moved by the way we show up for children who are hurting. Watching lives slowly change through gentle, consistent care is what keeps me rooted in this work.

The commitment of TLG staff, volunteers, supporters and our church and school partners continues to inspire me. Their willingness to give so much of themselves brings stability and connection into the lives of families who often feel alone in their struggles. TLG Make Lunch continues to show its strength by offering community, belonging and meals that matter, including moments of relief for parents and children alike. Alongside this, our Early Intervention programme has provided consistent one-to-one coaching for children facing emotional difficulties. The impact on their confidence, wellbeing and relationships is clear and often reaches into their wider family networks.

This year has also marked an important step in strengthening our focus on children's emotional and mental wellbeing. So many of the challenges young people face today are rooted in complex experiences, and our trauma awareness means we can meet children with care that is thoughtful and responsive. I am especially encouraged by the pioneering of our brand new Therapeutic Hubs. These hubs will offer timely and compassionate support for children who might otherwise wait far too long for help. This development reflects exactly where TLG needs to be: focused on children and families and equipped to respond to emotional need with expertise and kindness.

> **"Watching lives slowly change through gentle, consistent care is what keeps me rooted in this work.**

I often think of the starfish story. We may not be able to reach every child, but every one we do reach matters. Throughout this year, I have seen this lived out across TLG. Every meal shared, every coaching session and every moment of genuine care has made a meaningful difference. These changes may initially appear small, but they shape futures in ways that often stay hidden but are deeply felt. They remind me how powerful a caring community can be.

As we look ahead, we do so with determination. Children across the UK are facing significant emotional challenges, and we remain committed to responding bravely and thoughtfully. I am grateful that TLG is in a healthy financial position, made possible through the generosity of those who choose to partner with us. We continue to steward every gift of time or money with care and respect.

The generosity of TLG's donors, both individual and organisational, has made it possible for us to continue this vital work, supporting children who are carrying heavy emotional burdens and helping families feel less alone. Your partnership truly matters, and I want to personally thank you for the part you play. Whether you are reading this report as a supporter, donor, partner or someone new to TLG, I hope you feel as encouraged as I am by what has been achieved this year. The lives of children, young people and families have been shaped in ways that will last for generations, and for every child reached, it truly makes a difference.

SHERON KANTOR
CHAIR OF TRUSTEES

TLG Make Lunch in Thornton-Cleveleys

Fullness of Life for Every Child

Across the UK, children and young people are facing a growing and urgent mental health crisis. One in five now live with a mental health problem, a figure that has risen sharply in the years since the pandemic. Evidence consistently shows that 50% of diagnosable adult mental health problems are established by the age of 14, underlining just how critical early intervention is if we are to change life trajectories rather than simply respond to crisis later on.

For many children, poor mental health is not an isolated issue. It disrupts education, affects relationships, limits participation in everyday life and, for some, leads to devastating harm.

Pressure on statutory services has left too many children without timely support. In the past year alone, 949,200 children and young people were referred to Child and Adolescent Mental Health Services (CAMHS). The average wait for mental health treatment now stands at 392 days, with some children waiting over two years to be seen. Alarmingly, while on waiting lists, around 26% of children and young people attempt to take their own lives. (Young Minds, 2024) These stark realities point to an urgent need for accessible, preventative and relational support that meets children before crisis becomes entrenched.

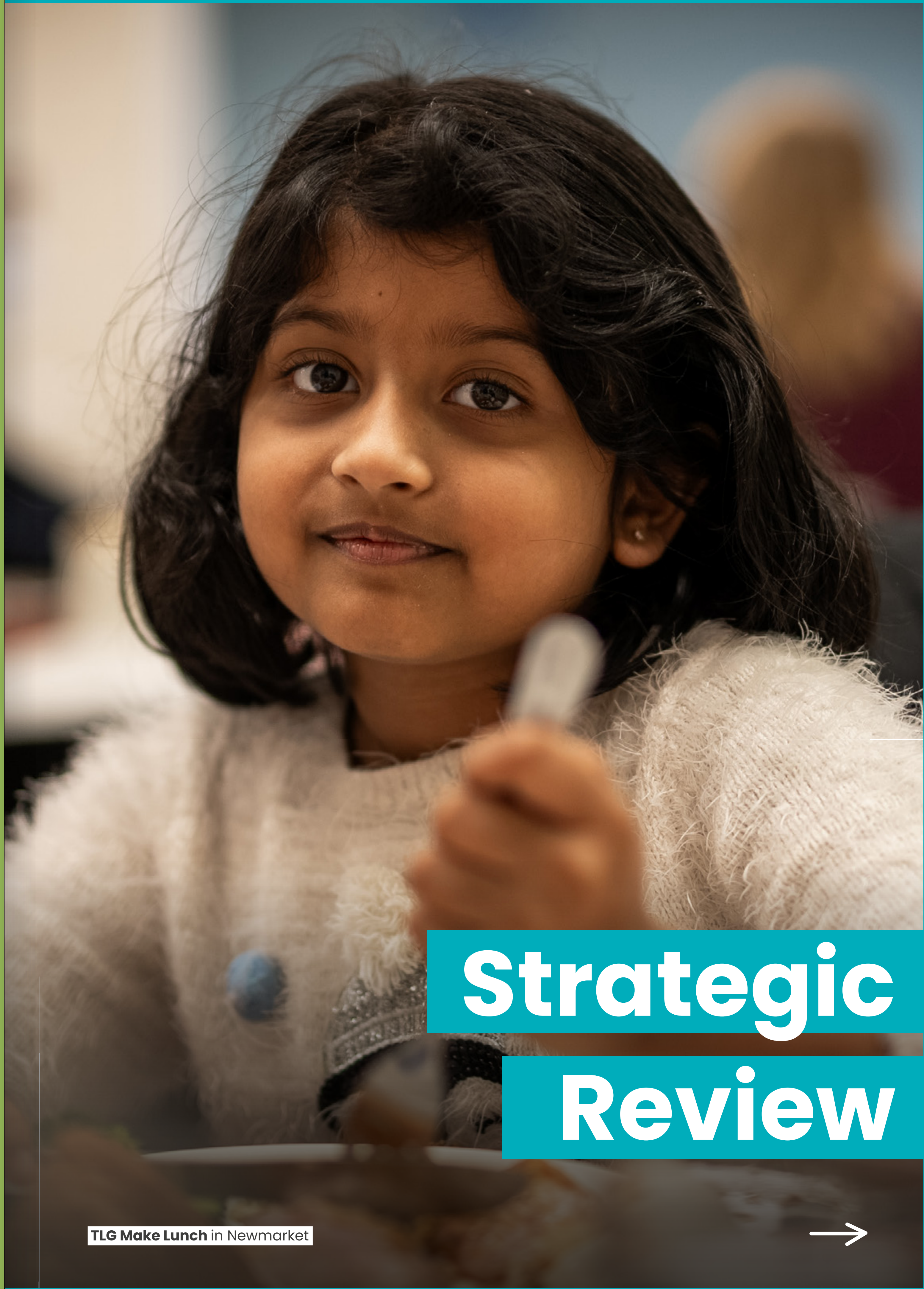
At TLG, our vision is fullness of life for every child, no matter what struggles they face. We believe that early, relational and therapeutic support can radically alter life trajectories, restoring hope, strengthening families and preventing crisis before it takes hold.

392 days on average that children are waiting for mental health treatment

TLG is a Christian charity that with a mission to pioneer innovative and relevant approaches for churches everywhere to journey well with children and families in overcoming the challenges they face.

As the complexity of children's needs continues to increase, TLG is both strengthening our established programmes and pioneering new models of support. Looking toward 2030, our ambition is for the church to be the place children, young people and families turn to for help - churches equipped and confident to respond to emotional wellbeing and mental health needs in their communities. We continue to look to strengthen and grow our existing work, whilst pioneering new ways to support children, including launching Therapeutic Hubs in Schools & Churches, providing counselling and coaching for children struggling with their emotional and mental wellbeing.

By intervening early, strengthening families and embedding support within trusted local communities, TLG is responding to one of the greatest challenges facing children today. We believe that no child should face emotional or mental health struggles alone. Together with churches, schools and partners across the UK, we are creating spaces of safety, care and belonging, so that children can rediscover hope, build resilience and experience fullness of life.



TLG Make Lunch in Newmarket

Objectives and Activities

In line with our charitable objectives and the continued changing needs facing children across the UK, TLG has recently set a new vision and mission statement for the next 10 years.

Our vision is for **"Fullness of life for every child, no matter what struggles they face".** Our Mission is "To pioneer innovative and relevant approaches for churches everywhere to journey well with children and families in overcoming the challenges they face".

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

In line with our vision, our main objectives in 2025 were:

- **Accelerated roll out of our Early Intervention and Make Lunch programmes.**
- **Initiate & Evaluate In-School Pilots of Therapeutic Hubs.**
- **Broadening our impact through program research, advocacy, and the training of churches.**
- **Fit for future– Strengthening our Operational Leadership.**
- **Enhance Staff Care and Development across TLG.**

These activities are explored in greater detail in the Trustee's Strategic Review for 2025, which we are delighted to present.

TLG Make Lunch in Thornton-Cleveleys

Programme Review: TLG Make Lunch

Across the UK, 4.3 million children live in poverty, leaving many families struggling with food insecurity, isolation, and mental health challenges. School holidays are especially tough, with children missing out on meals, friendships, and activities.

TLG Make Lunch partners with local churches to provide safe spaces where families enjoy nutritious meals, fun activities, and a sense of belonging. TLG equips churches with volunteer training, safeguarding support, and bespoke trauma-informed resources to help those struggling emotionally. Clubs are then well positioned to respond quickly to emerging crises and connect families with the broader church community and other local support services.

Beyond the holidays, TLG Make Lunch clubs foster lasting connections, ensuring families feel supported year-round.

Together, we're tackling food insecurity and isolation - with community, belonging and meals that matter.

> **We always get to have fun and we get loved. We get to eat lots of food that has come from somebody who actually cares for you.**

TABITHA, AGED 6, WHO ATTENDS A MAKE LUNCH CLUB IN NEWMARKET

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 even more families thrust into deeper poverty and challenge in 2025.

The effects of living in poverty are far-reaching. Nutrition, health, anxiety, mental health and life expectancy are all negatively affected, with children often suffering the most.

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

72% are struggling more to make ends meet financially.

42% have seen increased mental health struggles in those around them.

Over the last 12 months, there's been a **steady increase** of more people coming to us feeling isolated and wanting connection with the wider community.

Our Achievements in 2025:

120,052 Equivalent meals provided*

3,952 Unique children fed*

2,080 Unique parent/carers fed*

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

1,009 Active Make Lunch Volunteers

66 Active Make Lunch clubs across the UK

16 New Make Lunch Partners

96% of attendees say they feel part of a community because of Make Lunch

94% of attendees say Make Lunch has had a postive impact on their families mental wellbeing

Make Lunch key objectives for 2026:

- Open new Make Lunch clubs in partnership with local, community-focused churches across the UK.
- Continue honing our support to local churches so they are well-positioned and confident in addressing the needs faced by children, young people and families in their communities.
- Equip Make Lunch clubs to engage their local MPs and speak out on the issues faced by the children, young people and families they serve.

Make Lunch makes an impact!

School holidays for Katherine, Lee and their six children used to be overwhelming. The challenge of entertaining four boys under the age of 8 and two pre-teen daughters was hard, both physically and emotionally.

The family lives on Anglesey, one of the toughest regions in the UK for low economic prosperity - in fact, where they live has some of the highest levels of deprivation on the island. On a tight budget, there's no extra money for family outings or transport, meaning few opportunities for fun and connection beyond their own four walls. "We'd lost a sense of ourselves," recalls Katherine.

Lee struggles with his mental health and their son, Brynlee (7), has additional needs. Being cooped up together as a family of eight was a strain on everyone.

All of that began to change when Katherine and Lee received support from the Lighthouse Church Make Lunch club during Covid. The club provided them with parcel provisions, vital help that demonstrated there was a community of people nearby who cared.

For the past two years, the family has been attending the club in person. Discovering a warm, welcoming space that offers their children laughter, crafts, a hot meal and a nurturing atmosphere meant it quickly became a central part of their lives. "Being here is exciting for the children," says Katherine. "They are out of the house, it's a different environment and it gives them a chance to meet new people and make friends. They come here, have fun, do arts and crafts, we get to relax, and they feel safe."

Lee suffers from social anxiety but finds it isn't triggered when they attend Make Lunch. Not only does Make Lunch provide food and activities, but it also gives a sense of belonging for the parents as well as the children. "It's relaxing and comforting. I feel like I am supposed to be here - like there's a purpose for me here," says Lee. "You get a sense of belonging as soon as you walk in."

The same is true for Brynlee, who has ADHD and autism. Despite the lively bustle of the club, Brynlee feels secure at Make Lunch: "It's a safe, controlled environment for him," says Lee.

What started as a simple lunch club has become a lifeline for this family and many others like them. The warmth of the Lighthouse Church community, led by Kirsty and supported by leaders like Dylan and a team of volunteers, has quietly transformed lives, not through grand gestures, but with consistency, kindness, and shared meals.

The transformation in Tahlia (11) and Leeanna (9) is evident, with both growing in confidence through time spent at the club. Tahlia recently became a young volunteer, serving drinks and helping the other volunteers. "I like coming to Make Lunch because it makes me feel like I can be myself. It makes me feel happy." Leeanna agrees: "It's noisy, exciting and fun. I want to go back - I feel more confident!"

TLG Make Lunch in Anglesey

Talking to the leaders, volunteers and families, it's striking that in creating a community everyone is benefitting. "Running Make Lunch is a way of building community on the island and showing our love and concern for the people of the island," says Dylan.

Lee and Katherine's family is living proof of what happens when a community shows up with open arms and a hot 'paned' (Welsh for a cuppa!). It's not just about food. It's about connection, dignity, and the rebuilding of hope. In Tahlia's words, "It's like a big, happy family!"

> **Make Lunch is like a big happy family!**
>
> TAHLIA, MAKE LUNCH ANGLESEY

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.

> **TLG coaching means that I have friends. I have learnt how to make friends, and how to keep them.**
>
> **KARIS**, AGED 11, EARLY INTERVENTION, CATFORD

The Need:

2025 was another year of increased challenge with the ongoing aftermath of COVID-19 and the cost of-living and mental health crises 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%.**

Our Achievements in 2025:

709 children coached in the last 12 months

10,362 coaching sessions delivered

473 active early intervention volunteer coaches

125 active Early Intervention centres across the UK

27 new Early Intervention partners

89% coached children are showing improvement after coaching

83% of children felt more positive after coaching

86% felt more confident after coaching

Early Intervention key objectives for 2026:

- Open new Early Intervention centres in partnership with local, community-focused churches across the UK.
- Train new coaches to increase the number of children coached.
- Continue growing our support to churches coaching children that face greater challenge and disadvantage, whatever the reason.
- Continue to embed a trauma-informed approach within onboarding training for new partners and ongoing development for those already within the network.

Lucy's Story of Transformation

10-year-old Lucy was struggling emotionally, becoming disengaged with school and with friends, and lacking in self-confidence.

That's where TLG Early Intervention came in. Lucy was apprehensive at first to open up to someone about how she was feeling "I didn't really know if I wanted to do one-on-one talking, but I ended up really loving it."

Lucy's coach, Donna, has recognised the impact a TLG coach can have as a trusted adult in a child's life. By walking alongside Lucy, once a week for a whole year, she's been able to chat to her about the ins and outs of friendship and emotions that Lucy was struggling with.

In the past Lucy would often use art and drawing to depict and express her sad and angry emotions. Donna recognised Lucy's creativity quickly in their first sessions and so they decided to continue this together, creating an animation with playdough figures with the moral of the story being "things aren't always as bad as you think."

The two laugh about the mishaps they had along the way when editing the video, with Donna sharing how Lucy had taught her so much from their time together.

"Through the animation I just felt better about my emotions," shares Lucy.

Lucy's school principal Peter, very quickly saw a turnaround from Lucy and the way she was in school because of time spent with Donna. "I'm really proud of Lucy, because she is now working in line with her peers, which is fantastic!"

I didn't really know if I wanted to do one-on-one talking, but I ended up really loving it.

LUCY, AGED 10, EARLY INTERVENTION, NORTHERN IRELAND, LISBURN

Programme Review: School Therapeutic Hubs

The Need:

Evidence shows that children's emotional and mental health needs are rising throughout the UK, but getting timely specialist help is increasingly difficult. Schools are taking on more responsibility to support students with complicated emotional, relational, and mental health issues, while also dealing with other challenges like special educational needs, unstable family situations, and poverty.

TLG has responded by developing Therapeutic Hubs: a new, school-based model that embeds trauma-informed therapeutic support within a child's everyday environment, strengthening the network of care around them.

Our Response

Therapeutic Hubs build on TLG's 25 years of experience working therapeutically with children. Delivered in partnership with schools and local churches, each Hub provides consistent, specialist support tailored to the needs within the school community.

In 2025, TLG launched its first school-based Therapeutic Hub at St Nicholas Primary School in Beverley, working in partnership with Latimer Congregational Church.

Consistent, specialist support tailored to each school's needs.

Support was delivered through a combination of:

- One-to-one counselling sessions for children with more complex needs.
- Group-based therapeutic support for children benefiting from shared, relational spaces.
- This integrated approach enabled early, preventative intervention while remaining responsive to varying levels of need.

Our Achievements in 2025:

38 children were supported through our first school-based Therapeutic Hub in Beverley

11 children recieved a combined total of 155 1:1 counselling sessions

27 children received therapeutic support through regular group sessions

The Hub reached children facing multiple layers of disadvantage:

Over half of those receiving 1:1 counselling had special educational needs

Over a quarter were in looked-after or care-experienced situations

Over a quarter were eligible for free school meals

88% of children receiving 1:1 counselling showed an improvement in their overall ability to cope with the challenges they faced, highlighting the effectiveness of consistent, trauma-informed support delivered within a trusted school setting.

Looking ahead to 2026:

- Following the success of the Beverley pilot, TLG plans to launch a second Therapeutic Hub in early 2026, supporting pupils within a large secondary school in Bristol.
- Therapeutic Hubs form a key part of TLG's wider programme innovation - offering a scalable model that enables schools and churches to work together to meet rising levels of emotional and mental health need, and to ensure children do not face these challenges alone.

Impact Review: Family Faith Fun Days

In 2025, we worked with over 46 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 Faith Fun Days gave a total of 6,128 children and adults action-packed days of fun, an opportunity to build crucial friendships and a beautiful chance to make memories with their families.

> **The whole of our communty enjoyed a fun day, families having fun together and making memories.**

VOLUNTEER HELPER AT A TLG FAMILY FAITH FUN DAY

Organisational Initiatives

Make Lunch: Tabitha's Story

When Elaine first came to TLG Make Lunch, she was navigating an incredibly challenging season. The school holidays were approaching, the cost-of-living crisis was deepening, and she was adjusting to life after a difficult separation.

School holidays, which should have been a time of rest and joy, had instead become a period that felt isolating and heavy for her family. Elaine shared that, before coming to Make Lunch, Tabitha and her older sister Theodora often felt they had little to look forward to during the holidays. They were missing opportunities to play, connect, and simply enjoy being children. Like many parents facing financial strain or major life changes, Elaine longed to find a place where her daughters could belong, and where she could find community too.

At Make Lunch, the family found exactly that.

Tabitha and Theodora quickly discovered a space where they were welcomed, included, and cared for. They loved spending time with friends, taking part in activities they might not otherwise have access to, and sharing a warm, nutritious meal prepared by people who genuinely care, "we always get to have fun and we get loved. We get to eat lots of food that has come from somebody who actually cares for you," describes Tabitha, warmly.

Elaine told us she has watched her girls grow emotionally, become more confident, and find joy again.

For Elaine, Make Lunch has offered the comfort of knowing she isn't doing this alone. She has found support, connection, and a community who stands alongside her family - especially at Christmas, a time that can feel particularly difficult. Getting emotional, she describes Make Lunch as a place where love, peace and togetherness are lived out in practical ways.

What began as a simple meal has become a lifeline: a safe, welcoming space where families like Elaine's can find hope, friendship, and the reassurance that they truly belong.

From hunger to meals that matter and from isolation to belonging; we are grateful to walk this journey with them - and with every family who finds their way to Make Lunch.

We always get to have fun and we get loved. We get to eat lots of food that has come from somebody who actually cares for you.

TABITHA, AGED 6, MAKE LUNCH, NEWMARKET

Business Partnerships

There are a range of ways that businesses are getting involved with TLG's heart and vision. Some are involved in our two business partnership initiatives – which are designed so that ANY size of business can join in. Others are part of bespoke, strategic, long-term partnerships, and some engage with our TLG Online Christian Business Network.

Strategic, multi-year partnership.

Property Tectonics is a Platinum-level TLG Future Builder Business. Additionally, they are also working together with TLG on a 4-year Social Impact initiative, to provide support to children and families in the Borough of Southwark. It is an exciting partnership which will leave a legacy for disadvantaged children in the Borough for years to come, through the opening of new TLG Early Intervention centres and Make Lunch clubs.

Our Business Initiatives

We have a growing number of businesses who have been supporting our work for several years, as TLG Brighter Horizons Businesses; donating to TLG monthly. It's an initiative that means that ANY size of business, which has a heart to, can get involved.

Those able to reach a threshold of £100 per month, can become TLG Future Builder Businesses. We have partners at bronze, silver, gold and platinum levels – who enjoy a host of marketing benefits and are making a lasting impact for children.

Overall, our business community is enabling TLG to open new centres across the year.

TLG Online Christian Business Network

We regularly see over 40 attendees at our quarterly, online meetings. They are designed to provide encouragement, updates and networking for Christians in business. The sessions address a genuine need for this group, featuring speakers from a broad mix of business sectors.

> **"The work TLG is delivering is changing lives for children across Southwark, and Property Tectonics is proud that our social value commitment on this project can help support such meaningful impact in the borough."**

ESTHER BRADY, MD AT PROPERTY TECTONICS

With special thanks to

Property Tectonics

our platinum level Future Builder, for their faithful support.

TLG CORPORATE Future Builder

TLG Early Intervention, Catford

TLG in Portugal - 10 years of Crescer com Amigos

Crescer com Amigos (CCA) functions as a financially independent Voluntary Association, delivering the TLG Early Intervention programme to children in need across Portugal. The organisation receives leadership and governance support from TLG UK, ensuring its mission is well guided and effectively implemented.

Over the past decade, TLG Portugal has achieved significant development and impact. The organisation began with just 12 volunteers helping 18 children at 3 schools in its first year. Since then, over 320 volunteers have partnered with CCA to support more than 300 children in more than 35 schools. This remarkable growth is a testament to the organisation's dedication to transforming lives and expanding its reach throughout Portugal.

In 2025, CCA proudly celebrated its tenth anniversary, providing a wonderful opportunity to reflect on the many children whose lives have been changed and transformed through this work. The event was made possible by the incredible support and dedication of staff, volunteers and partners. With over 200 attendees, fundraising goals were achieved through merchandise sales, new Hope Givers joining the mission, and generous one-off donations. It was a fantastic day of celebration, featuring stories of transformation and heartfelt testimonies from individuals who have shaped the growth and journey of TLG in Portugal.

Looking ahead to the next ten years, CCA is committed to helping many more children. The primary goals for the coming years include extending the available support through partnerships with more churches and schools, hosting more in-person regional gatherings (particularly in the north of Portugal) and developing a new TLG resource "by Portuguese people, in Portuguese, for Portuguese people".

2025 figures

91 children supported

97 volunteers

26 local centres

363 children supported over 10 years

Carlos, coached child

When we first met Carlos, he struggled to manage his emotions. Frustration would quickly turn into anger, and his responses were often aggressive. School had stopped making sense to him.

He felt misunderstood. He reacted with aggression and, little by little, was labelled as a "problem child," drifting further and further away from learning and from the school community.

Throughout the coaching sessions at school, something began to change.

Carlos found someone who listened to him without judgment. Someone who believed in him, even when he did not believe in himself. His coach became much more than a coach; they became a trusted and caring role model. Thanks to their constant support, and his teacher's belief that change was possible, Carlos gradually learned to recognise his emotions. He discovered that he could choose different responses and learned to use words instead of aggressive gestures.

Today, Carlos is a different child. Calmer, more confident, and more engaged in school and in the relationships around him. He still needs support — as all children do — but he no longer walks alone.

Stories like his show that when an adult chooses to be present, with time and heart, lives can truly be transformed.

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,
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Bradford, BD5 8HH

Legal Form:
Company limited by guarantee without a share capital

Trustees:

Sheron Kantor Chair
Simon Benham
Victoria Fafalios
Jeremy Cooper
Ruth Stephens (appointed 16/7/25)
John Kirkby (resigned 31/12/25)

Senior Leadership Team:

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Chief Executive

Emily Alty
Executive Director

Chris Blackham
Director of Programmes

Paul Chenery
Director of Fundraising

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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 five members who are responsible for the strategic direction and policy of the Charity. The TLG Senior Leadership Team is made up of the CEO, the Executive Director, and four 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. Other working groups and sub-committees enable board members and the Senior Leadership Team to work together in the development and governance of the organisation.

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 2025, an amazing 1,482 volunteers gave their time to help TLG.

The strength of our volunteer network can be seen through the results of our 2025 survey of volunteers, where a remarkable 96% said that they are passionate about TLG's vision and 93% said that they would be likely to recommend TLG partnership to a friend or colleague. 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 2025. 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:

- **Scaling Up performance indicators**
  Through our use of Scaling Up methodology, we track a consistent set of organisation-wide indicators, including our annual and termly Critical Numbers (the key organisational metric to drive focus), Rocks (priority objectives), and function-level KPIs defined through our Functional Accountability Chart (FACe). Both a Partner Survey and a Staff Survey are also carried out annually. These indicators are reviewed through our established Scaling Up meeting rhythms to maintain alignment, accountability and visibility of progress across the organisation.

- **Programme Key Performance Indicators**
  Monitoring monthly performance against agreed objectives with a focus on specific outputs, outcomes and impact. This includes metrics such as number of children helped, meals served, volunteers trained, number of new partners, programme delivery indicators and financial performance.

- **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, finance, property, therapeutic practice, 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 discuss the role with the Chair of Trustees and the Chief Executive, utilising a clear role description. They are also invited to attend two Board meetings and meet the other Trustees. If, following this process, they would like to be considered as a Trustee, they are interviewed and their appointment then 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 are invited to spend some time observing different aspects of the work, meet department managers and wider staff, and are invited to our staff conference to enable them to effectively onboard. New Trustees 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. Trustees are also given the opportunity to attend ongoing training, with particular emphasis on 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.

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	**Volunteer Programmes** • 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 do the following before commencing: - Attend TLG training - Complete safeguarding training - Read and sign the appropriate safeguarding policies - Complete a DBS check • Each programme has a child protection policy and procedures in place which work in partnership with church or school safeguarding policies as appropriate: - Activities by our Early Intervention and School based Therapeutic Hubs fall primarily under the safeguarding policies for our partner schools. Primary responsibility for responding to concerns lies with the Designated Safeguarding Lead identified by the partner school. - Safeguarding in our Make Lunch programmes and Church based Therapeutic Hubs fall primarily under the safeguarding policies for our partner churches. Immediate responsibility for responding to concerns lies with the Designated Safeguarding Lead identified by the partner church. **TLG Staff** • Staff records ensure 100% safeguarding compliance before start date to ensure safer recruitment principles. • A Child Protection named person provides a national lead. • All staff must undertake safeguarding training. • The following policies are in place: 1. Child Protection policy. 2. Staff code of conduct. 3. Whistle Blowing policy. 4. Staff acceptable use of IT policy.

POTENTIAL RISK	RISK MITIGATION & MANAGEMENT
Child Protection and Safeguarding Incidents	**Trustees** • Safer recruitment forms part of the recruitment & induction process. • All Trustees complete regular safeguarding training.
Compromise of information systems or data loss	**TLG-wide** • 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 GDPR training every 2 years. • All electronic storage is password-protected and all data is backed up through the cloud. • Personal staff information is kept securely. • Access is regularly reviewed for all staff and IT platforms. **Volunteer Programmes** • 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	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. 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 TLG's ownership of Hope Park Business Centres Ltd and Hope Park Workspaces (Salford Quays) Ltd.

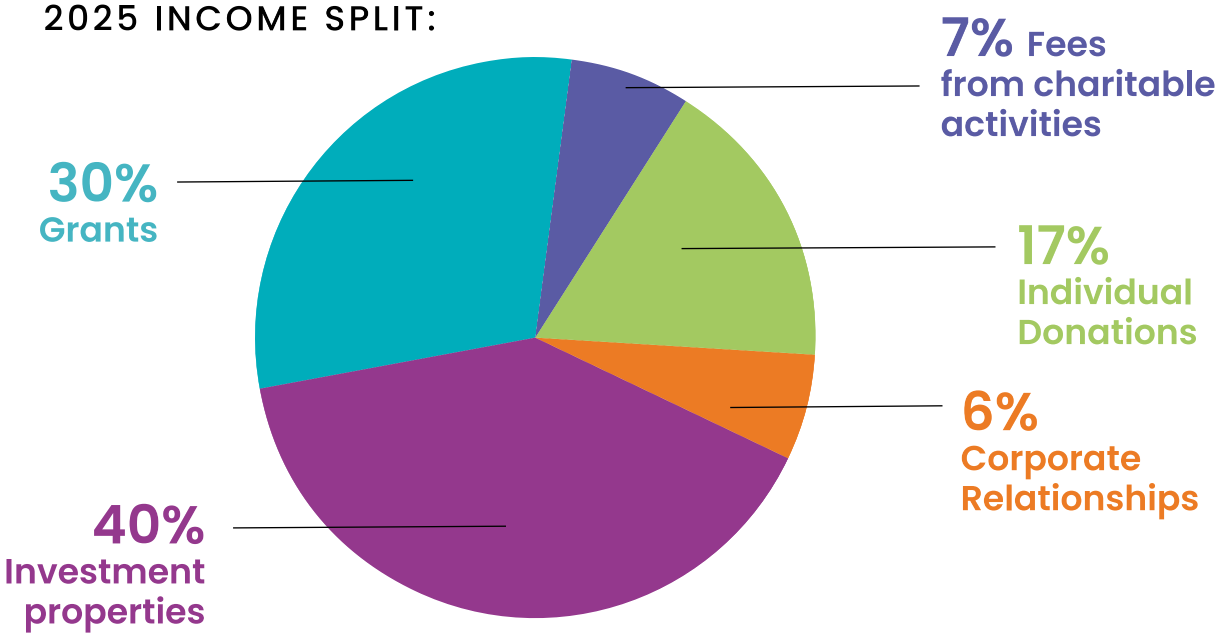
National pandemic	Financially, we have prudently modelled the impact of a national pandemic such as COVID-19 to ensure we retain sufficient reserves in line with our policy. We have experience in diversifying our income sources and seeking pandemic-specific funding support where appropriate. Practically, 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.
Commercial – relating to Hope Park Workspaces	**Disaster e.g. fire** • Business interruption insurance in place to ensure ability to rent suitable office facilities locally and possibility of claiming lost revenue. **Tenancies** • 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.
Health and Safety Incidents	**TLG-wide** • IOSH-qualified leadership. • Comprehensive training is mandatory for all staff. • Continuous risk assessment. **Volunteer Programmes** • All Make Lunch Teams receive dedicated training in Allergy Awareness as part of their core training, and Kitchen team leads are required to complete additional "Allergy Awareness Training" provided by the Food Standards Agency. This ensures that all staff members understand the critical importance of managing allergies within club environments, and that team leads are equipped with the knowledge and skills necessary to uphold high standards of allergen management.

Health and Safety Incidents	• Each Make Lunch Club must register as a Food Business, and are thus subject to Environmental Health processes and visits. • TLG staff conduct club visits every two years to observe and check the use of health and safety materials and ensure general compliance with allergen requirements. • Clubs are required to annually self-declare their training and compliance with allergen management processes. TLG staff identify and offer support to clubs where non-compliance is observed.
Not demonstrating sufficient impact against the charitable objectives	• 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.

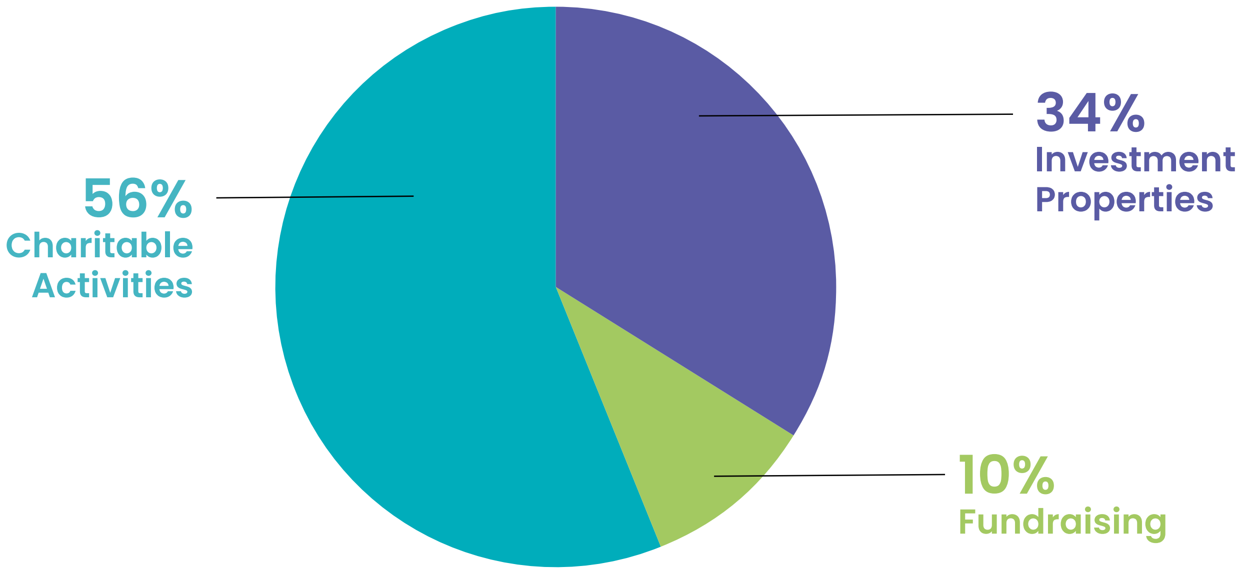
Financial Review
for the year ended 31 December 2025

We express our gratitude to every individual, Charitable Trust and organisation that has donated to TLG in 2025. 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.

2025 INCOME SPLIT:



2025 EXPENDITURE SPLIT:



Overview of annual finances for 2025

Due to FRS102 accounting rules, our Financial Accounts show a slight deficit for 2025. Looking at the financial year, TLG produced a budget with a modest surplus and saw our group cash position improve. See "Grants Received" section below for further detail.

Looking ahead to 2026 we have budgeted for a surplus budget to ensure we meet our financial obligations and allow for the continued impact of external factors such as increasing energy prices, 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 is 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 2025 accounts, there are total funds on the Balance Sheet of £3,365,750, which is:

- £210,375 of restricted funds
- £3,155,375 of unrestricted reserves

When looking at the 2025 consolidated statement and/or balance sheet, we appear to be holding a high level of free reserves within our unrestricted funds but, the majority of this is held within fixed assets (property) leaving £556,086 of free reserves.

The Freehold property owned by the 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 charity's 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 its 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 diversification of our income in a way that we would not 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 the average monthly salary in 2025 was £393,211 and our free reserves at the end of 2025 were £556,086.

There are no Designated Funds at the end of 2025. Of the total funds £210,375 is restricted reserves at the end of 2025.

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 2026 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 2025. Details of Trustees' expenses and related party transactions are disclosed in notes 12 and 13 of the accounts.

One employee received emoluments of more than £60,000 in 2025 (2024: 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.

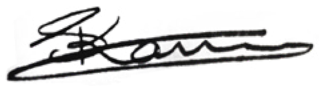
Grants received

FRS102 accounting rules regarding multi-year grants mean that £225,000 of accrued income recognised in 2025 has been pledged to us.

There has also been £794,000 of donation income actually received in 2025 which, in accordance with FRS102 rules, has already been recognised in previous years. This is a difference of £569,000. Therefore, when not allowing for FRS102 rules, the income actually received in 2025 would be £3,308,453 (i.e. £2,739,453 less £225,000 plus £794,000).

The Trustees Report, including the Strategic Report, comprises the information on pages 11 to 43.

Approved by order of the members of the board of Trustees on 16th July 2026 and signed on their behalf by:



SHERON KANTOR
CHAIR OF TRUSTEES

TLG Financial Statements

FOR THE YEAR ENDING 31 DECEMBER 2025

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2025

Content

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

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 16th July 2026 by:

……………………………..

S Kantor

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

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

Opinion

We have audited the financial statements of Transforming Lives For Good (TLG) Ltd (the 'parent charity') and its subsidiary ('the group') for the year ended 31 December 2025 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 2025 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, 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 2025

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 2025

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 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).

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2025

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

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.

Signed by:
Michael Speight
EEEDDC09ADE8429...

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: 21 July 2026

The notes on pages 56-75 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2025

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

	Notes	Unrestricted funds	Restricted funds	Revaluation reserve	2025 Total Funds	2024 Total Funds
		£	£	£	£	£
Income From:						
Donations and legacies	3	1,402,593	153,293	-	1,555,886	2,421,375
Charitable activities	5	160,969	-	-	160,969	143,741
Investments	4	1,776,539	-	-	1,776,539	1,522,978
Other income	6	-	-	-	-	-
Total income		3,340,101	153,293	-	3,493,394	4,088,094
Expenditure on:						
Raising funds						
Costs of generating donations and legacies	7a	(264,135)	-	-	(264,135)	(360,102)
Costs of trading activities	7b	(1,746,017)	-	-	(1,746,017)	(1,629,298)
Total raising funds	7	(2,010,152)	-	-	(2,010,152)	(1,989,400)
Charitable activities	8	(1,221,756)	(382,062)	-	(1,603,818)	(1,722,232)
Total Expenditure		(3,231,908)	(382,062)	-	(3,613,970)	(3,711,632)
(Loss)/gain on revaluation of fixed assets		-	-	-	-	-
Unrealised (loss)/gain on investments		-	-	-	-	-
Net (expenditure)/ income		108,193	(228,769)	-	(120,576)	376,462
Transfers between funds						
Net movement in funds		108,193	(228,769)	-	(120,576)	376,462
Reconciliation of funds						
Total funds brought forwards		2,698,583	439,144	348,600	3,486,327	3,109,865
Total funds carried forwards		2,806,776	210,375	348,600	3,365,750	3,486,327

The consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 56-75 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

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

	Notes	Unrestricted funds £	Restricted funds £	Revaluation reserve £	2025 Total Funds £	2024 Total Funds £
Income From:						
Donations and legacies	3	1,402,593	153,293	-	1,555,886	2,421,375
Charitable activities	5	160,969	-	-	160,969	143,741
Investments	4	1,004,996	-	-	1,004,996	1,001,553
Other income	6	17,602	-	-	17,602	20,455
Total income		2,586,160	153,293	-	2,739,453	3,587,125
Expenditure on:						
Raising funds						
Costs of generating donations and legacies	7a	(264,135)	-	-	(264,135)	(360,102)
Costs of trading activities	7b	(1,075,269)	-	-	(1,075,269)	(929,890)
Total raising funds	7	(1,339,404)	-	-	(1,339,404)	(1,289,992)
Charitable activities	8	(1,221,756)	(382,062)	-	(1,603,818)	(1,722,232)
Total Expenditure		(2,561,160)	(382,062)	-	(2,943,222)	(3,012,224)
(Loss)/gain on revaluation of fixed assets		-	-	-	-	-
Unrealised gain/(loss) on investments		-	-	-	-	-
Net (expenditure)/ income		24,999	(228,769)	-	(203,770)	574,901
Transfers between funds						
Net movement in funds		24,999	(228,769)	-	(203,770)	574,901
Reconciliation of funds						
Total funds brought forwards		3,072,656	439,144	(48,916)	3,462,883	2,887,982
Total funds carried forwards		3,097,655	210,375	(48,916)	3,259,113	3,462,883

The statement of financial activities includes all gains and losses recognised in the year.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Consolidated Balance Sheet

	Notes	£	2025 £	£	2024 £
Fixed Assets					
Intangible Assets	16		1,761		19,542
Tangible Assets	17		479,589		533,198
Investment Property	19		5,908,366		5,908,366
			6,389,715		6,461,106
Current Assets					
Debtors	20	651,281		1,221,475	
Cash at bank and in hand		703,190		442,000	
		1,354,472		1,663,475	
Current Liabilities					
Creditors: Amounts due within one year	21	(840,032)		(752,064)	
Net current assets			514,439		911,411
Total assets less current liabilities			6,904,154		7,372,517
Creditors: Amounts due over one year	22		(3,538,404)		(3,886,190)
Net assets			3,365,750		3,486,327
Reconciliation of funds					
Unrestricted funds					
Accumulated fund	27		3,097,654		3,072,655
Funds retained in Trading subsidiaries			(290,879)		(374,072)
Designated funds			-		-
Revaluation reserve			348,600		348,600
Total unrestricted funds			3,155,375		3,047,183
Restricted funds			210,375		439,144
Total funds			3,365,750		3,486,327

The financial statements were approved and authorised for issue by the Trustees on 16th July 2026 and signed on their behalf by:

S Kantor
Director

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2025

Charity Balance Sheet as at 31 December 2025

	Notes	£	2025 £	£	2024 £
Fixed Assets					
Intangible Assets	16		1,761		19,542
Tangible Assets	17		439,952		481,089
Investments	18		200		200
Investment Property	19		4,368,366		4,368,366
			4,810,279		4,869,197
Current Assets					
Debtors	20	2,075,795		2,625,653	
Cash at bank and in hand		458,007		263,373	
		2,533,802		2,889,026	
Current Liabilities					
Creditors: Amounts due within one year	21	(546,562)		(409,151)	
Net current assets			1,987,240		2,479,875
Total assets less current liabilities			6,658,300		7,349,071
Creditors: Amounts due over one year	22		(3,538,404)		(3,886,190)
Net assets			3,259,114		3,462,881
Reconciliation of funds					
Unrestricted funds					
Accumulated fund	27		3,097,654		3,072,655
Designated funds			-		-
Revaluation reserve			(48,916)		(48,916)
Total unrestricted funds			3,048,738		3,023,739
Restricted funds			210,375		439,144
Total funds			3,259,114		3,462,883

The financial statements were approved and authorised for issue by the Trustees on 16th July 2026 and signed on their behalf by:

S Kantor
Director

The notes on pages 56-75 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd

Year ended 31 December 2025

Consolidated Statement of Cash Flows for the year ended 31 December 2025

Reconciliation of net income to net cash flow from operating activities

	Note	Group 2025 Total funds £	2024 Total funds £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		(120,576)	376,462
Adjustments for:			
Revaluation of fixed assets	17	-	-
Revaluation of investment property	19	-	-
Amortisation	16	17,781	23,528
Depreciation charge	17	57,417	65,840
(Profit)/loss on disposal of tangible fixed assets		-	25
(Increase)/decrease in debtors	20	570,194	(274,997)
Increase/(decrease) in creditors	21,22	(12,031)	150,776
Increase/(decrease) in provisions		-	-
Finance costs		278,691	300,398
Net cash provided by operating activities		791,475	642,031
Cash flows from investing activities:			
Purchase of tangible assets	17	(3,807)	(47,222)
Purchase of intangible assets		-	-
Net cash (used in) investing activities		(3,807)	(47,222)
Cash flows from financing activities:			
Interest paid		(278,691)	(300,398)
Repayments of loans		(347,786)	(556,136)
New loans taken out		100,000	275,000
Net cash (used in) / financing activities		(526,477)	(581,534)
Change in cash and cash equivalents in the reporting period		261,188	13,276
Cash and cash equivalents at the beginning of the reporting period		442,000	428,724
Cash and cash equivalents at the end of the reporting period		703,190	442,000

The notes on pages 56-75 form part of these financial statements.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Notes to the Financial Statements

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 2025.

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.

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 2025
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

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 2025
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 2025
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.

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 2025
Notes to the Financial Statements (continued)

3. Income from Donations and Legacies

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Donations and legacies	856,095	924,448	856,095	924,448
Grants, including capital grants	699,791	1,496,927	699,791	1,496,927
	1,555,887	2,421,375	1,555,887	2,421,375

Included Grants is £153,293 (2024 - £1,000,524) of restricted income.

4. Income from Investments

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Income from property	1,772,995	1,516,038	890,305	882,096
Interest receivable and similar income	3,544	6,939	114,691	119,457
Other investment income	-	-	-	-
	1,776,539	1,522,977	1,004,996	1,001,553

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

5. Income from Charitable Activities

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
TLG Volunteer Programmes	158,065	140,970	158,065	140,970
TLG Therapeutic Support	2,904	2,771	2,904	2,771
TLG Education Centres	-	-	-	-
	160,969	143,741	160,969	143,741

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

6. Other income

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Other incoming resources	-	-	-	-
Government grants receivable	-	-	-	-
Management charges receivable	-	-	17,602	20,455
	-	-	17,602	20,455

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

7. Expenditure on raising funds

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Costs of generating donations and legacies	264,135	360,102	264,135	360,102
Costs of trading activities	1,746,017	1,629,298	1,075,269	929,890
	2,010,152	1,989,400	1,339,404	1,289,992

A.) Costs of generating donations and legacies

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Direct fundraising costs	37,799	65,181	37,799	65,181
Staff costs	135,902	186,646	135,902	186,646
Allocated support costs	90,434	108,275	90,434	108,275
	264,135	360,102	264,135	360,102

Included within costs of generating donations and legacies is £0 (2024 - £0) of restricted expenditure and £112,247 of interest charges (2024: £118,508).

B.) Costs of trading activities

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Direct property costs	1,137,555	1,112,280	639,535	611,717
Staff costs	220,565	203,863	-	-
Property management costs	(6,925)	14,663	115,861	103,154
Allocated support costs	394,821	298,492	319,873	215,019
	1,746,017	1,629,298	1,075,269	929,890

Included within costs of trading activities is £0 (2024 - £0) of restricted expenditure.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

8. Expenditure on Charitable Activities

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
TLG Volunteer Programmes				
Activities undertaken directly	227,845	306,645	227,845	306,645
Grant funding of activities	26,949	95,226	26,949	95,226
Staff costs	637,743	647,097	637,743	647,097
Allocated support costs	548,197	476,432	548,197	476,432
TLG Therapeutic Support				
Activities undertaken directly	3,959	6,248	3,959	6,248
Staff costs	846	3,440	846	3,440
Allocated support costs	9,174	14,234	9,174	14,234
TLG Program Development & Research				
Activities undertaken directly	16,898	16,899	16,898	16,899
Staff costs	56,791	82,073	56,791	82,073
Allocated support costs	75,416	73,938	75,416	73,938
	1,603,818	1,722,232	1,603,818	1,722,232

Included within charitable activities is £382,062 (2024 - £613,780) of restricted expenditure.

9. Analysis of Grants Paid

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
TLG Volunteer Programmes	26,949	95,226	26,949	95,226
	26,949	95,226	26,949	95,226

During the year, Transforming Lives for Good (TLG) Ltd made grants totaling £26,649 (2024: £27,637) 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.

10. Support costs allocated to raising funds and charitable activities

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Gross Wages	506,309	448,535	506,309	448,535
Employers NIC	58,078	43,143	58,078	43,143
Pension	52,224	49,666	52,224	49,666
IT Support Costs	73,134	77,535	64,416	69,713
Training and Recruitment	45,262	31,859	45,262	31,859
Travel	26,059	17,876	26,059	17,876
Premises Expenses	9,392	8,102	5,647	2,474
Insurance	8,901	14,754	8,901	14,754
Cleaning	24,615	25,051	693	300
Telephone	16,341	18,134	5,044	4,571
Other Support Costs	122,616	120,908	110,278	113,090
Consultancy	121,329	13,382	99,814	9,043
Legal & Professional fees	8,535	6,954	5,131	6,429
Audit fees	34,650	37,904	24,728	30,478
Bad debts written off	2,158	-	-	-
(Profit)/loss on disposal of assets	-	25	-	25
Depreciation	38,558	57,543	30,512	45,942
	1,148,161	971,371	1,043,093	887,898

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Allocation of support costs				
Costs of generating donations and legacies	90,434	108,275	90,434	108,275
Costs of trading activities	424,941	298,492	319,873	215,019
TLG Volunteer Programmes	548,197	476,432	548,197	476,432
TLG Therapeutic Support	9,174	14,234	9,174	14,234
TLG Program Development & Research	75,416	73,938	75,416	73,938
	1, 148,161	971,371	1,043,093	887,898

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

Included within support costs is £26,949 (2024 - £101,435) of restricted expenditure, allocated to the appropriate activity type.

11. Auditors' remuneration

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Audit of the financial statements (exc. VAT)	39,900	38,550	24,000	23,200
Corporation tax compliance	7,180	2,750	-	-
	47,080	41,300	24,000	23,200

12. Trustees' remuneration and expenses

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

During the year 3 Trustees (2024: 3 Trustees) were reimbursed for expenses incurred on behalf of the Charity to the sum of £535 (2024: £291). These expenses relate to travel costs to attend Trustees meetings.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Notes to the Financial Statements (continued)

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

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Salaries and wages	1,453,893	1,457,443	1,274,575	1,287,687
Social security costs	161,827	130,444	141,088	113,290
Pension costs	150,408	152,062	132,909	136,085
Other staff costs	34,619	28,146	31,611	27,170
	1,800,747	1,768,095	1,580,182	1,564,232

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

	Group 2025 No.	2024 No.	Charity 2025 No.	2024 No.
Bands:				
£60,001 - £70,000	-	-	-	-
£70,001 - £80,000	1	1	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 (2024 - 1)

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Employer's pension contributions to defined contribution schemes in respect of the employees receiving in excess of £60,000	10,691	10,572	10,691	10,572
	10,691	10,572	10,691	10,572

The key management personnel of the group comprise the trustee directors, CEO, and permanent operational directors of the charity and the directors of Hope Park Business Centres Limited. The total employee benefits of the group were £395,424 (2024 - £436,651).

14. Average number of employees

	Group 2025 No.	2024 No.	Charity 2025 No.	2024 No.
TLG Volunteer Programmes	23	17	23	17
TLG Therapeutic Support	-	1	-	1
TLG Program Development & Research	4	5	4	5
Fundraising & Partnerships	5	7	5	7
National Development	6	6	6	6
Commercial & Other Support Staff	12	15	7	11
	50	51	45	47

The average number of trustees, who act in a voluntary capacity, during the year was 6 (2024: 6). Volunteers are at the heart of TLG and its partnerships with local churches across the UK.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

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 2025, an amazing 1,482 volunteers gave their time to help TLG.

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 taxable 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 2025	93,904	93,904
Additions	-	-
As at 31 December 2025	93,904	93,904
Amortisation		
At 1 January 2025	74,362	74,362
Charge for the year	17,781	17,781
As at 31 December 2025	92,143	92,143
Net book value		
As at 31 December 2024	19,542	19,542
As at 31 December 2025	1,761	1,761

17. Tangible fixed assets

Group	Freehold property £	Equipment £	Fixtures and fittings £	Total £
Cost				
At 1 January 2025	401,634	228,241	128,263	758,138
Additions	-	566	3,241	3,807
Disposals	-	-	-	-
As at 31 December 2025	401,634	228,807	131,504	761,945
Depreciation				
At 1 January 2025	21,770	176,422	26,748	224,940
Charge for the year	7,563	27,804	22,050	57,417
Disposal	-	-	-	-
As at 31 December 2025	29,333	204,226	48,797	282,356
Net book value				
As at 31 December 2024	379,864	55,031	98,303	533,198
As at 31 December 2025	372,301	24,581	82,707	479,589

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

17. Tangible fixed assets (continued)

Charity	Freehold property £	Equipment £	Fixtures and fittings £	Total £
Cost				
At 1 January 2025	401,634	153,326	83,551	638,511
Additions	-	566	-	566
Disposals	-	-	-	-
Fair Value Adjustment	-	-	-	-
As at 31 December 2025	401,634	153,892	83,551	639,077
Depreciation				
At 1 January 2025	21,770	113,265	22,386	157,421
Charge for the year	7,563	20,349	13,791	41,703
Disposals	-	-	-	-
As at 31 December 2025	29,333	133,614	36,177	199,124
Net book value				
As at 31 December 2024	379,864	40,060	61,165	481,089
As at 31 December 2025	372,301	20,277	47,374	439,952

Trustees with guidance from Carter Jonas have assessed the value of the Freehold properties held in the group as at 31 December 2025 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 2025	200
New investment into Hope Park Workspaces (Salford Quays)	-
As at 31 December 2025	200

The Charity owns 100% of the £1 ordinary shares issued in Hope Park Business Centres Limited (Company number 09851811), the investment is £100 (2024 – £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.
Both subsidiaries are incorporated and registered in England and Wales.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Notes to the Financial Statements (continued)

Turnover and assets of subsidiary

Hope Park Business Centres	**2025** £	**2024** £
Turnover	527,205	512,637
Expenditure	(510,831)	(494,337)
Unrealised gain/(loss) on investments	0	0
Profit for the financial year	**16,374**	**18,300**
Assets	1,725,638	1,675,805
Liabilities	(1,462,971)	(1,393,512)
Net assets	**298,667**	**18,300**

Hope Park Workspaces (Salford Quays)	**2025** £	**2024** £
Turnover	540,638	298,760
Expenditure	(473,818)	(508,924)
Unrealised gain/(loss) on investments	0	0
Profit for the financial year	**66,820**	**(210,164)**
Assets	265,115	204,162
Liabilities	(456,942)	(462,809)
Net Liabilities	**(191,826)**	**(258,647)**

19. Investment Property

Freehold Investment Property	**Group** £	**Charity**
Valuation		
At 1 January 2025	5,908,366	4,368,366
Fair Value adjustment	-	-
At 31 December 2025	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 2025 and consider the valuation to be materially unchanged from the value as at the previous period based on the wider market and strong property occupancy. 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 (2024: £5,908,366) and there was no change in value included in the statement of financial activities (2024: £nil).

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

20. Debtors

	Group		**Charity**	
	2025 £	**2024** £	**2025** £	**2024** £
Amounts falling within one year				
Trade debtors	55,198	19,299	10,170	12,338
Amounts owed by group undertakings	-	-	368,726	372,861
Prepayments	58,358	81,768	37,570	25,111
Accrued income	499,014	652,348	499,014	652,348
Other debtors	38,711	49,060	37,401	49,060
	651,281	802,475	952,880	1,111,718
Amounts falling due after more than one year				
Amounts owed by group undertakings	-	-	1,122,915	1,094,935
Accrued income	-	419,000	-	419,000
	-	419,000	1,122,915	1,513,935

Within the group and charity accrued income is £499,014 (2024 - £1,071,348) in respect of multi-period grants.

21. Creditors: amounts falling due within one year

	Group		**Charity**	
	2025 £	**2024** £	**2025** £	**2024** £
Amounts falling within one year				
Bank loans	252,022	152,022	252,022	152,022
Trade creditors	57,973	140,954	28,763	24,902
Other taxation and social security	105,395	89,087	71,957	71,200
Accruals	127,252	97,111	46,256	38,310
Deferred income	41,675	24,139	41,675	24,139
Other creditors	255,715	248,750	105,889	98,579
	840,032	752,064	546,562	409,151

	Group		**Charity**	
	2025 £	**2024** £	**2025** £	**2024** £
Deferred income				
Deferred income at 1 January	24,139	32,483	24,139	23,777
Resources deferred in the period	41,675	24,139	41,675	24,139
Amounts released from previous periods	(24,139)	(32,483)	(24,139)	(23,777)
Deferred income at 31 December	41,675	24,139	41,675	24,139

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

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Notes to the Financial Statements (continued)

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

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Bank loans	3,538,404	3,886,190	3,538,404	3,886,190
	3,538,404	3,886,190	3,538,404	3,886,190

23. Bank loans

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Amounts falling due within one year	252,022	152,022	252,022	152,022
Amounts falling due 2-5 years	668,702	898,039	668,702	898,039
Amounts falling due after 5 years	2,869,702	2,988,151	2,869,702	2,988,151
	3,790,426	4,038,212	3,790,426	4,038,212

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 2025 is £100,000 (2024 - £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 2025 is £3,109,731 (2024 - £3,183,479). 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 2025 is £328,728 (2023 - £408,065). 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 2025 is £151,967 (2024 - £196,668). 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.

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

24. 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 £150,407 (2024 - £152,062). The charity pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £132,909 (2024 - £136,085).

25. Obligations under leases and hire purchase contracts

Operating leases
The total of future minimum lease payments is as follows:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Not later than one year	1,130	1,741	1,130	1,741
Later than one year and not later than five years	334	1,169	334	1,169
Later than five years	-	-	-	-
	1,464	2,909	1,464	2,909

The amount of non-cancellable operating lease payments recognised as an expense during the year within the group and charity was £1,130 (2024 - £1,741).

Operating leases - lessor
The total of future minimum lease payments is as follows:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Not later than one year	1,025,845	964,658	372,563	338,350
Later than one year and not later than five years	1,193,708	979,479	545,882	369,730
	2,219,553	1,944,137	918,445	708,080

Notes to the Financial Statements (continued)

26. Funds

	Fund balance 01/01/2025 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Net movement In funds £	Fund balance 31/12/2025 £
Unrestricted funds							
Accumulated funds	3,072,655	2,586,160	(2,561,160)	-	-	24,999	3,097,654
Designated funds							
Revaluation Reserve	(48,916)	-	-	-	-	-	(48,916)
Total unrestricted funds - Charity	3,023,739	2,586,160	(2,561,160)	-	-	24,999	3,048,738
Restricted funds							
Volunteer Programmes	279,144	109,075	(177,844)	-	-	(68,769)	210,375
Therapeutic support	-	-	-	-	-	-	-
Benefact	-	15,000	(15,000)	-	-	-	-
Core Support	160,000	29,218	(189,218)	-	-	(160,000)	-
Cost of Living	-	-	-	-	-	-	-
	439,144	153,293	(382,062)	-	-	(228,769)	210,375
Total funds – Charity	3,462,883	2,739,453	(2,943,222)	-	-	(203,770)	3,259,113
Funds retained in trading subsidiaries							
Unrestricted profit and loss reserve - non-distributable	397,516	-	-	-	-	-	397,516
Unrestricted profit and loss reserve - distributable	(374,072)	1,067,842	(984,653)	-	-	83,194	(290,878)
Total funds retained in trading subsidiaries	23,444	1,067,842	(984,653)	-	-	83,194	106,638
Removal of group transactions	-	(313,902)	313,902	-	-	-	-
Total funds – Group	3,486,327	3,493,393	(3,613,970)	-	-	(120,581)	3,365,750

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025

Notes to the Financial Statements (continued)

26. Funds (Continued)

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

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 2025 - Dec 2025; 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 2025

Notes to the Financial Statements (continued)

Notes to the Financial Statements (continued)

27. Analysis of net assets by funds

Group	Unrestricted funds £	Restricted funds £	Revaluation reserve £	Total funds £
Intangible fixed assets	1,761	-	-	1,761
Tangible fixed assets	484,086	-	(4,497)	479,589
Investment property	5,555,269	-	353,097	5,908,366
Current assets	1,144,096	210,375	-	1,354,471
Current liabilities	(840,032)	-	-	(840,032)
Long term liabilities	(3,538,404)	-	-	(3,538,404)
	2,806,775	210,375	348,600	3,365,750

Charity	Unrestricted funds £	Restricted funds £	Revaluation reserve £	Total funds £
Intangible fixed assets	1,761	-	-	1,761
Tangible fixed assets	444,450	-	(4,497)	439,952
Investments	200	-	-	200
Investment property	4,412,785	-	(44,419)	4,368,366
Current assets	2,323,427	210,375	-	2,533,802
Current liabilities	(546,562)	-	-	(546,562)
Long term liabilities	(3,538,404)	-	-	(3,538,404)
	3,097,654	210,375	(48,916)	3,259,113

28. Analysis of changes in net debt

Group and Charity	Net debt at 1 January 2025 £	Net movement £	Net debt at 31 December 2025 £
Short term borrowings	152,022	100,000	252,022
Long term borrowings	3,886,190	(347,786)	3,538,404
	4,038,212	(247,786)	3,790,426

Cash movement	Net Cash at 1 January 2025 £	Net movement £	Net Cash at 31 December 2025 £
Charity Cash in bank and in hand	263,373	194,634	458,007
Group Cash in bank and in hand	442,000	261,190	703,190

Transforming Lives for Good (TLG) Ltd
Year ended 31 December 2025
Notes to the Financial Statements (continued)

29. Financial instruments

	Group		Charity	
Financial assets	**2025 £**	**2024 £**	**2025 £**	**2024 £**
Financial assets measured at fair value through SOFA	6,280,666	6,288,230	4,740,666	4,748,230
	6,280,666	6,288,230	4,740,666	4,748,230

30. Free reserves

	Group 2025 £	2024 £
Total funds	3,365,750	3,486,327
Intangible Assets	(1,761)	(19,542)
Tangible Assets	(479,589)	(533,198)
Investment Property	(5,908,366)	(5,908,366)
Loans to be repaid (secured against property)	3,790,426	4,038,212
Restricted Funds	(210,375)	(439,144)
	556,086	624,290

31. Related party transactions

The total of voluntary donations to TLG by trustees and key management amounted to £7,276 during the year (2024 - £12,797).

During the year the charity received loan interest of £112,250 (2024 - £113,508) 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 £17,602 (2024 - £20,455) 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 £115,861 (2024 - £103,153) to cover the management of the charity's investment properties by its subsidiary Hope Park Business Centres Limited.

As at the 31 December 2025 the following amounts were owed to the charity by its subsidiary, Hope Park Business Centres Limited: Due within one year £202,435 (2024 - £211,148) Due in more than one year £1,122,915 (2024 - £1,094,935).

As at the 31 December 2025 the following amounts were owed to the charity by its subsidiary, Hope Park Workspaces (Salford Quays) Limited: Due within one year £166,291 (2024 - £161,714).

32. Contingent Asset

In 2024, an amount of £60,000 was being contested in relation to business rates charged in relation to Hope Park Workspaces (Salford Quays) Limited property, which was being investigated with Salford Council. There was an expectation that this amount would be recovered on conclusion of the investigation, but there was insufficient certainty to permit recognition as a debtor. This matter was concluded in 2025 and there is no amount held as a contingent asset in the accounts of this subsidiary. (2024: £60,000).

33. Ultimate control

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

transforming lives for good

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