



Talk  
Listen  
Change

# Lead and shape an exciting 'profit for purpose' start-up

Managing Director Recruitment

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# Introduction

## Hello,

Thank you for your interest in joining Team TLC.

TLC: Talk, Listen, Change is undergoing a transformation to ensure we can guarantee safe, healthy, happy relationships for the ever-growing number of people who use our services.

We are now seeking an individual to lead the Board of our new commercial subsidiary as a **Managing Director**.

If you are an entrepreneurial person with sound independent judgement and a strategic vision that could propel TLC to new heights, please read on.

### Who are we?

TLC: Talk, Listen, Change is a leading national relationships charity. We've delivered innovative programmes to help people build and maintain positive relationships for over 40 years. Our key aim is to ensure that everyone we reach achieves emotional wellness and builds personal resilience through reliable circles of support.

We deliver counselling services, family mediation services, programmes for children and young people, domestic abuse support, and community projects.



### A new commercial subsidiary

We've always allowed people to pay for our counselling services if they can afford to do so. However, because we offer a mix of customer-funded and charitable services, it has in the past caused confusion around payments for those we are trying to support. To alleviate this confusion and allow room to receive more external funding, we've decided that customer-funded counselling will now sit under a new commercial subsidiary as part of the TLC: Talk, Listen, Change charitable group.

This organisation will operate as a traded subsidiary. It will have a new name and a new mission: to deliver high-quality counselling and therapies for customers who want a breadth of choice around therapists, types of therapy, and how their sessions are delivered. Profits generated will be funnelled back into the TLC charitable group.

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# Lead our new commercial arm



We're looking for a **Managing Director** to lead TLC's new commercial subsidiary.

This is an exciting time to join TLC: Talk, Listen, Change as it pivots in a new direction and takes on new challenges.

If you're passionate about our cause and have skills and experience that could help us achieve our goals, please consider applying.

The following are essential for the role:

- Proven track record of leadership
- Experience in business growth and data-led development
- Excellent problem-solving abilities
- Proficiency in financial analysis and reporting
- Interpersonal skills and network-building capacity
- Strong organisational and project management skills

It is desirable that candidates hold a professional qualification in leadership, experience of brokering partnership agreements, and experience of leadership in a counselling and therapy environment, although these are not necessities.

## As the Managing Director, you will:

- Provide strong, inspirational leadership for a new profit-for-purpose start-up
- Steer data-led innovations and improvements to give customers across the UK what they want
- Build and maintain positive relationships with a wide range of stakeholders to promote our work and generate partnerships
- Identify growth opportunities and assess market trends to make informed business decisions
- Provide regular reports about performance and strategic initiatives to the Boards of TLC and the new commercial subsidiary
- Actively manage the financial performance of the subsidiary, including analysis of profit and loss statements, and ensure a clear approach to achieving profit with purpose

TLC is committed to supporting and championing diversity. We always aim to maintain a staff group as diverse as the communities we serve.

Please send an email containing your CV and covering letter with **your name** and "**Managing Director**" as the subject to:

[recruitment@talklistenchange.org.uk](mailto:recruitment@talklistenchange.org.uk)

If you have substantial experience in business growth and leadership, we want to hear from you.

**Application deadline:  
12pm 24th November 2023**

For an informal chat, contact our Chief Executive Officer, Michelle Hill:

[michellehill@talklistenchange.org.uk](mailto:michellehill@talklistenchange.org.uk)

Find more information:  
[www.talklistenchange.org.uk/LeadNewCo](http://www.talklistenchange.org.uk/LeadNewCo)

# How we support

## TLC services:


We currently deliver a wide range of health and wellbeing services and projects that encourage safe, healthy, happy relationships. While the majority are free of charge, some are paid for by the people using them. Upon the launch of our new commercial subsidiary, our charitable arm will continue to provide all the below services:

Counselling	Individual Counselling, Relationship Counselling, Sex Therapy, Children & Young People's Counselling, Family Counselling.
Domestic Abuse Behaviour Change Victim Support	Men's Behaviour Change and Women's Behaviour Change (in group and/or one-to-one settings), Young People Using Harm Programmes. Integrated (Ex)Partner Support, Children's Counselling, Children's Youth Groups.
Separation Services	Family Mediation.
Community Partnerships	Partnership working to support relationships out in the community (early-intervention and responsive types of support.)

## Commercial services

Once our new commercial subsidiary is up and running, people will be able to pay for counselling and therapies, including, but not limited to, the examples listed below:

Individual Support	One to one therapeutic support services for individuals such as Counselling , Coaching, CBT and EMDR from our qualified team.
Relationship Counselling	Counselling for those in a relationship with each other, with a specific focus on working to resolve relationship issues.
Sex Therapy	Psychosexual therapy for individuals or people in a relationship experiencing difficulties in their sex lives.
Family Counselling	Counselling for families who want to improve communication and function better as a unit.
Children's Counselling	One-to-one, person-led support for children and young people.
Provisonal Services	Supervisory support for organisational units providing counselling to clients or customers.



"You've helped me in loads of ways. I never used to tell anybody how I'm feeling in case they judged me. You've taught me that the stuff I'm going through is because of trauma I've had in my life. I never knew about the effects of trauma before. It's so good to have somebody who listens and always knows where I'm coming from."

98%

of people satisfied  
with our services

- Individual Counselling Client

"We're a million miles away from where we were in our relationship. We've spoken about things we previously couldn't, and we've both gotten bad feelings off our chests and cleared the air. The sessions gave us space to slow down, think about how we feel, and understand what we want."

- Relationship Counselling Client

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# Where we are, where we're going

We've been providing relationship support for over 40 years, but we became TLC: Talk, Listen, Change in April 2017. From then on, we've offered a much broader spectrum of relationship support services including domestic abuse support and family mediation.

This year, we've decided to make changes that address the clear divide between people who can afford to pay for our counselling services and people who cannot. Upon the launch of our new commercial subsidiary, all those who can pay will be seen through the subsidiary, while those who cannot will be seen through our charitable arm. This will extend access and open up more opportunities for us to provide free counselling.

So far, we have:

- secured investment to establish the subsidiary
- agreed upon new employment models
- developed a five-year business plan
- gained approval from the TLC: Talk, Listen, Change Board of Trustees
- appointed a project team of existing staff members that will see its progress through to launch on 1st April 2024.

By January, our commercial subsidiary will have a new name, a Board,

## Profit for purpose

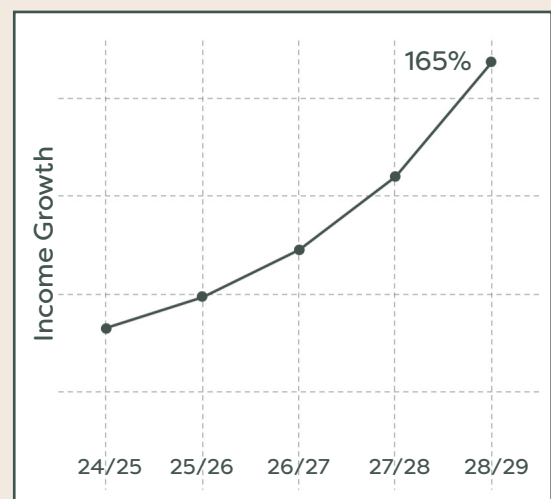
A 'profit for purpose' business is a business that operates primarily for social benefit rather than shareholder return. Profits made by our new commercial subsidiary will support the funding of our charitable services.

With a projected growth in the number of people paying for counselling under our new commercial subsidiary, this means a projected growth in the number of counselling sessions TLC can offer for free.

At a time when demand for mental health support is higher than ever, it's paramount that we do all we can to increase accessibility. We aim to never turn away anyone who needs our support – guaranteeing safe, healthy, happy relationships for all those within our reach.

## Ambition for growth

Projections foresee a 165% income growth between 24/25 and 28/29.



# Branching out

As a charity, TLC: Talk, Listen, Change has an existing Board of Trustees. The Board for the new commercial subsidiary will sit as a subsidiary Board, led by the Managing Director, which has a reporting line up to the TLC: Talk, Listen, Change Group Board.

## TLC Board of Trustees

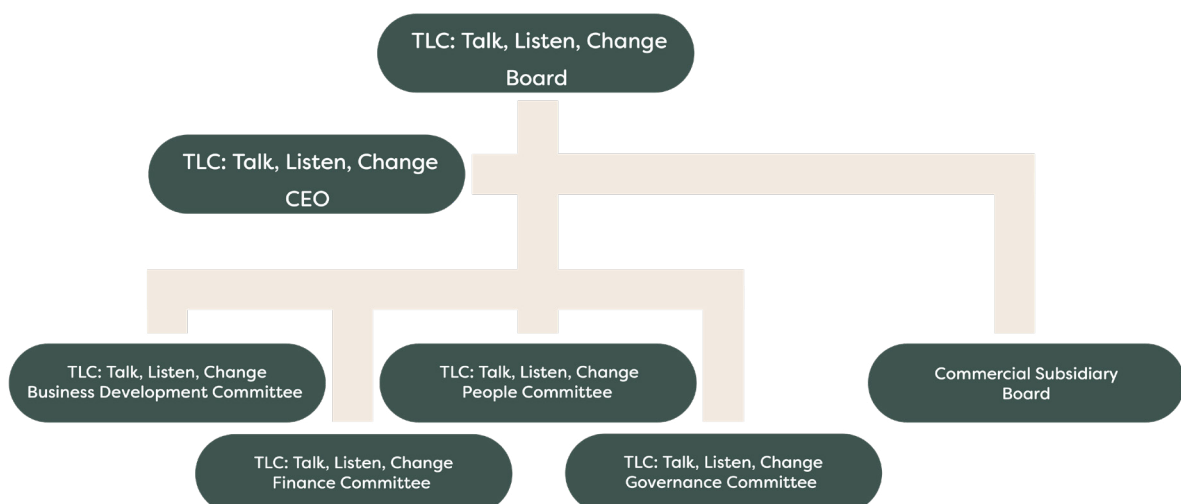
The TLC Board of Trustees governs our charity. It comprises 11 trustees and four subcommittees. Each subcommittee tackles a specific area of the organisation, but all collectively work to strategise and define goals for TLC. The Board also ensures that we're adhering to our policies and on the right path to achieve our goals. Some trustees are members of multiple subcommittees.

## Commercial Board

The new Managing Director will oversee an entirely new Board that is being established solely to govern our commercial arm.

Like with our charity's Board of Trustees, members will help make decisions that define the organisation's path to success, while also ensuring it complies with overarching goals, policies, regulations, and legalities.

TLC's CEO and the Managing Director of the new commercial subsidiary will attend the meetings of both boards to maintain an effective pathway of communication between the TLC charitable group and its commercial branch.



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# Role Profile

## Title: Managing Director

Accountable to: The Chief Executive

### Role Purpose

To lead and develop the delivery of a new commercial subsidiary of TLC: Talk, Listen, Change, delivering counselling and therapy services, both online and in person across the UK.

### As a Managing Director you will:

- Be a member of the Leadership Team of TLC: Talk, Listen, Change and work in conjunction with the Chief Executive, other Senior Leaders and the Board to launch, develop and run a new commercial subsidiary of TLC: Talk, Listen, Change.
- Provide strong, inspirational leadership of the new commercial subsidiary of TLC: Talk, Listen, Change.
- Develop and implement the subsidiary's business strategy in alignment with TLC's mission and values.
- Lead, develop and inspire others to achieve high performance standards in line with TLC: Talk, Listen, Change behaviours and values.
- Take a lead role in modelling, supporting and developing a culture of excellence and development.
- Provide regular reports to the Board (both the Board of the subsidiary and the Board of TLC: Talk, Listen, Change) about subsidiary performance and strategic initiatives.
- Ensure accountability and transparency in all aspects of the subsidiary's operations.
- Lead a data led decision making approach to improvement and innovation.
- Work with colleagues in marketing and communications and business intelligence, to ensure that the new subsidiary is led by what customers want across the UK.
- Build and maintain strong customer relationships to enhance customer satisfaction and loyalty.
- Implement strategies to attract and retain customers seeking counselling and therapy services.
- Create, build and maintain positive long-term relationships with a whole range of stakeholders across the UK, with the aim of promoting the work of the subsidiary and generating partnerships. Attend industry events and engage with professional networks to stay updated on best practices.



- Work collaboratively with colleagues across TLC: Talk, Listen, Change to ensure all processes and systems in the subsidiary work effectively and efficiently.
- Oversee day-to-day operations, including service delivery, marketing, and customer relations. Ensure compliance with industry regulations and ethical standards.
- Identify growth opportunities and assess market trends to make informed business decisions. Have a strategic and commercial focus on the future of the subsidiary and develop a growth mindset at all levels of the team.
- Work with the TLC: Talk, Listen, Change Head of Finance on the production of the annual budget for the subsidiary. Actively manage the financial performance of the subsidiary, including analysis of profit and loss statements, ensuring there is a clear approach to achieve profit with purpose. Ensure the subsidiary's profitability while maintaining high-quality service delivery.
- Perform any other duties within the general scope of this job profile or as reasonably required by the Chief Executive.
- Commit to continuous professional development.

### Person Specification:

- Proven track record of leadership
- Experience in business growth
- Excellent problem-solving abilities
- Proficiency in financial analysis
- Interpersonal skills
- Network-building capacity
- Strong project management skills
- Adaptability



### You may also have:

- Professional qualification in Leadership
- Experience of a leadership in a counselling or therapy environment
- Experience of brokering partnership agreements with regard to the exchange of funding specifically.

**These skills would be beneficial, but are not a necessary requirement.**



“The services TLC deliver make a huge difference to people’s lives. Being a trustee at the charity has been a wonderful opportunity to work with people from all backgrounds. I’m excited to see where the new Board will take this new branch of the TLC family.”

- Maggie Shannon, Trustee

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# How to Apply

Head to [www.talklistenchange.org.uk/LeadNewCo](http://www.talklistenchange.org.uk/LeadNewCo) to learn more about the recruitment process.

Please send an email containing your CV and covering letter with **your name** and **“Managing Director”** as the subject to:

[recruitment@talklistenchange.org.uk](mailto:recruitment@talklistenchange.org.uk)

We expect interviews to take place on the 1st of December 2023

**Application Deadline: 12pm 24th November 2023**

**Get in touch!**

For an informal chat, contact our Chief Executive Officer,  
Michelle Hill  
[michellehill@talklistenchange.org.uk](mailto:michellehill@talklistenchange.org.uk)

