



Talk
Listen
Change

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

Board Recruitment

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 talent to join a **Board of Non Executive Directors** for a new commercial subsidiary of our charity.

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.

Lead our new commercial arm



We're looking for Non Executive Directors to sit on the Board of 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.

Expertise in one or more of the following areas would be useful:

- Sales and business development
- Commercial acumen
- Marketing and communications
- Clinical practice and safeguarding
- Embedding digital practices
- Strategy and governance

Please note, we will consider applications from people of any professional background.

As a member of the Board, you will:

- Direct strategies and define goals for a profit-for-purpose organisation
- Shape the structure and delivery of innovative wellbeing programmes
- Access full training and reimbursable expenses
- Access a wide network of senior professionals
- Actively improve the health and wellbeing of people and communities
- Develop and hone your entrepreneurial skills, shaping the initial vision and strategy

TLC is committed to supporting and championing diversity. We're hoping to establish a board as diverse as the communities we serve, and the people that work and volunteer with us.

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

recruitment@talklistenchange.org.uk

Whether you're an experienced Non Executive Director or wanting to take your first step at board level, **we want to hear from you.**

**Application deadline:
12pm 30th November 2023**

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

michellehill@talklistenchange.org.uk

Find more information:
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

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, and a Managing Director.

Profit for purpose

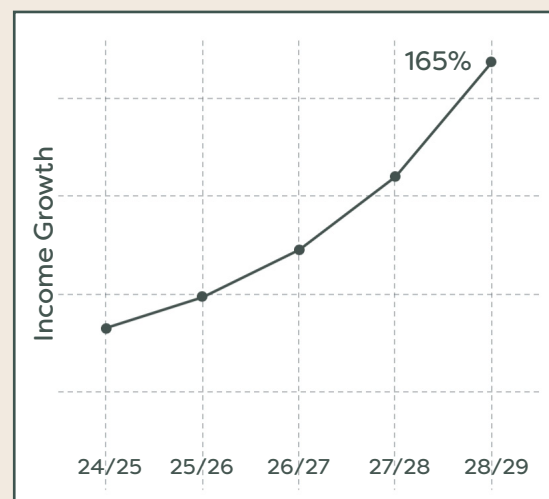
A 'profit for purpose' business is a business that operates primarily for social benefit rather than shareholder return. Profits made by our new commercial subsidiary will support the funding of our charitable services.

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 is 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, which has a reporting line up to the TLC: Talk, Listen, Change Group Board.

TLC Board of Trustees

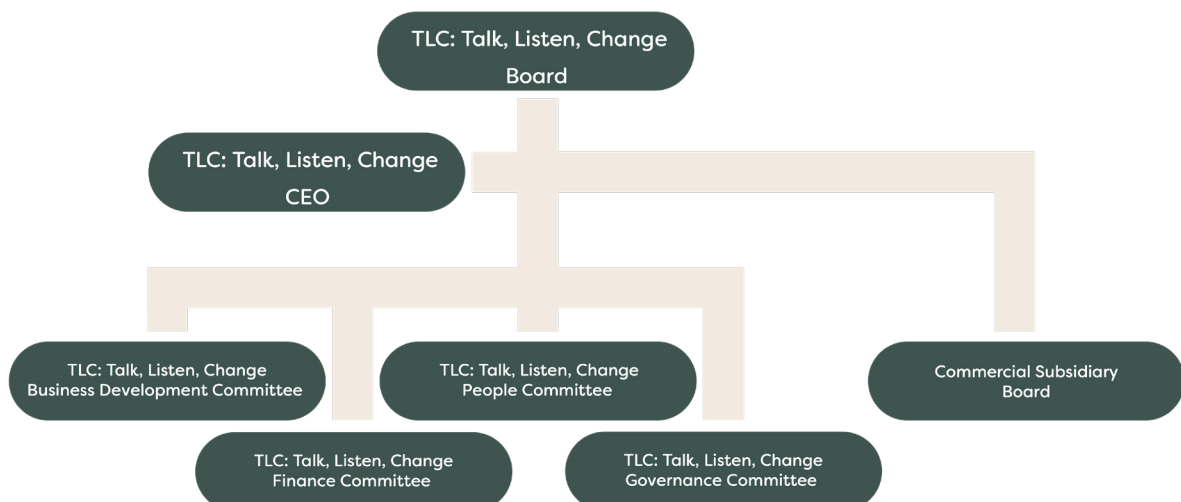
The TLC Board of Trustees governs our charity. It comprises 11 trustees and four subcommittees. Each subcommittee tackles a specific area of the organisation, but all collectively work to strategise and define goals for TLC. The Board also ensures that we're adhering to our policies and on the right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

Commercial Board

Non-Executive Directors of the new commercial subsidiary will sit on 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.



Role Profile

Title: Non Executive Director

Accountable to: The Chair of the Board

Role Purpose

Operate as part of a leadership team to ensure the highest standards of governance across the board for TLC's new commercial subsidiary

Bring high quality skills and competencies associated with being effective as a Non Executive Director, working effectively with others in delivery of the company's vision, mission, and values

Ensure high quality relationships are developed with internal and external stakeholders

As a Non Executive Director you will:

- Ensure the company complies with its governing document, company law, and other relevant legislations and regulations
- Set policies, define goals, and define targets for the company, evaluating performance against these agreed targets
- Ensure the company uses its resources exclusively in pursuance of its own goals
- Collectively appoint the Managing Director and monitor their performance
- Attend board meetings and constructively contribute to discussions
- Represent the company at external functions and meetings, and safeguard its good name and values
- Ensure the Board and organisation have equality, diversity, and inclusion at the heart of all decision making

Other duties:

In addition to the above duties, each Non Executive Director should use any specific skills, knowledge or experience they have to help the Board reach sound decisions.

This will involve:

- Attending meetings, reading and scrutinising papers in advance
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Participate in training and development programmes
- Keeping informed about the activities of the organisation and wider issues which affect its work
- Actively bring to all deliberations any special expertise which the Non Executive Director may have

Person Specification:

An effective Board Non Executive Director will bring knowledge, skills, and experience, potentially from a range of sectors. From experience, we understand that there are personal qualities and behavioural competencies that make successes in this type of leadership role more likely.

These include:

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak one's mind
- Ability to work effectively as a team member
- Ability to challenge and question constructively
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty, leadership

You may also have:

- Financial literacy – an understanding of cash flow, profit and loss accounts
- Risk governance – understanding and managing the risks we face at the human, property and business levels
- Scenario planning – enabling decisions to be flexible dependent on circumstances
- Accountability – working cooperatively at all times with an understanding of potential public response

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

How to Apply

Head to 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 “**Board Application**” as the subject to:

recruitment@talklistenchange.org.uk

We expect interviews to take place on the 7th of December 2023

Application Deadline: 12pm 30th November 2023

Get in touch!

For an informal chat, contact our Chief Executive Officer, Michelle Hill
michellehill@talklistenchange.org.uk

Terms of Appointment

- TLC: Talk, Listen, Change Non Executive Directors are appointed for a term of 3 years. Non Executive Directors can be reappointed for up to 3 terms, until they have served a maximum of 9 years.
- TLC: Talk, Listen, Change has adopted a Code of Conduct for Non Executive Directors, which all Non Executive Directors must abide by.
- TLC: Talk, Listen, Change holds a register of interests, which will be updated annually. Non Executive Directors are asked to provide an update of any new interests to the Chief Executive Officer, so the register is always up to date.
- All TLC: Talk, Listen, Change Non Executive Directors should aim for full attendance at Board meetings, unless there are exceptional circumstances
- If any Non Executive Director is absent for more than 3 consecutive meetings and is unable to confirm that they will be able to resume normal attendance in the near future, they will be deemed to have resigned their position as a Non Executive Director. This will then be confirmed in writing by the Chair of the Board after being ratified at a Board meeting.