

Help shape the next chapter of TLC: Talk, Listen, Change

Introduction

Thank you for your interest in becoming a trustee at TLC: Talk, Listen, Change. This is an exciting time to join our organisation as we continue to grow and evolve, building on our expertise and supporting to strengthen relationships, improve well-being and make a lasting difference to individuals, couples, families and communities across the country.

Our trustees play a vital role in shaping our future, providing strategic direction, constructive challenge and support, to ensure we remain true to our purpose and values.

The TLC Group began as TLC: Talk, Listen, Change, a charity established in 2017 to meet the relationship supports needs of people in Greater Manchester. Talk, Listen, Change has since grown exponentially and now delivers services nationwide, supporting thousands of people each year to build and maintain safe, healthy, happy relationships.

TLC has developed rapidly over the past year through mergers, organisational development and the expansion of its services, workforce and income. The Executive Leadership Team now works through three connected strands: Safe and Effective Services, Growth and Organisational Resilience.

This growth creates opportunity, but it also requires strong, proportionate governance. The 2026 Board and Committee Effectiveness Review identified succession planning as a clear area for improvement. Our skills analysis also identified gaps or areas where expertise is held by too few people. This recruitment is therefore a planned strengthening of the Board, its capacity and its future succession pipeline.

Thank you for considering the TLC Group and we look forward to hearing from you.



Group Chief Executive
Michelle Hill

The TLC Group is a national organisation operating in multiple regions across England and Wales and delivering services to individuals, couples, young people, families and businesses. It comprises of a parent charity and two wholly owned subsidiaries in the process of becoming one.

£8m	200+	150+
annual turnover	staff members	income streams

Talk, Listen, Change is the UK's leading relationships charity. We equip people with the skills and knowledge to build and maintain safe, healthy, happy relationships. We empower people to navigate crisis, abuse, and relationship breakdown. We deliver therapeutic wellbeing, family mediation, and domestic abuse prevention and support services.

Now You're Talking is a profit-with-purpose counselling and wellbeing subsidiary on a mission to change how businesses care for their people, and how individuals prioritise their emotional health. Through business-to-business counselling and therapy services 66% of profits support the charitable activities of Talk, Listen, Change.

Relationship Works, formerly Relate Avon, is a dedicated relationship counselling service. Currently delivering individual counselling, relationship and family counselling, and sex therapy across Bath and Bristol. Growth is on the horizon to fill the existing lack of relationship services now seen nationally.

Our mission:

Our mission is to ensure everyone has access to a circle of safe, healthy, happy relationships that can support their emotional health and wellbeing.

Our vision:

We envision a society in which everyone feels socially connected and resilient in the face of difficult life circumstances.

Our values:

Safe

Championing safety, enriching lives.



We prioritise the physical, psychological, and financial safety of staff and the people we work with.

We have a duty of care towards staff, and staff have a duty of care towards the people they work with, each other and the organisation.

We ensure team members working directly with clients have a personal safety plan and clinical supervision.

We ensure appropriate confidentiality measures are in place and professional boundaries are upheld.

We never sacrifice safety to meet targets.

Authentic

Honest voices, genuine action.



We promote a culture of openness and authenticity, encouraging all staff to bring their whole selves to work.

We are transparent about our actions and intentions.

We are creative in our approaches to tackling problems and open to being challenged.

We remain self-reflective and use feedback to make improvements to services and work culture.

We fully consider the impact of our words and actions on staff and the people we work with.

Person-centred

Empowering diversity, celebrating unity.



We are inclusive and empowering, and we maintain a commitment to celebrating diversity and challenging discrimination at all levels of the organisation.

We champion the autonomy of the people we work with and trust our staff to be experts at what they do.

We promote flexibility through our working culture and service delivery methods.

We recognise that staff and the people we work with are human, and that human circumstances impact how we work.

Strategic priorities:

In 2024, we introduced five strategic priorities to shape the growth of the TLC Group over the next few years. The priorities are considered alongside every strategic decision we make.

Adhering to the priorities helps drive our ambition to learn, grow, and meet more relationship needs each year while remaining a grounded, values-driven organisation.



Dedicate

Commit ourselves to living our values; through being an employer of choice and a strong ethical and trusted partner.

Be true to our word.



Deepen

Expand our impact through co-design, data-driven decisions and high quality, equitable services.

Focus on impact.



Differentiate

Understand what makes us unique and leverage this through our marketing, communications and brand reputation.

Celebrate who we are.



Develop

Invest in our team and our systems to strengthen our foundation.

Be constantly learning.



Diversify

Strategically review our income streams, partnerships and organisational structure, whilst incorporating sustainable practices and technology.

Be ambitious and brave.

Role Profile

Title: Trustee of TLC: Talk, Listen, Change

Trustees share collective responsibility for the governance and strategic direction of TLC. The Board sets direction, provides constructive challenge and assurance, safeguarding the charity's purpose and resources, and holds the Executive Leadership Team to account.

All Trustees are expected to:

- Act in TLC's best interests and support delivery of its charitable purpose
- Contribute to strategy, major decisions and oversight of organisational performance
- Ensure that TLC is well governed, financially sustainable and compliant with its duties
- Read papers, prepare for meetings and participate consistently and constructively
- Ask clear questions, exercise independent judgement and support collective decisions
- Understand and manage conflicts of interest appropriately
- Promote equality, diversity, inclusion and meaningful engagement with the communities TLC serves
- Take part in induction, learning, Board development and periodic effectiveness reviews
- Service on at least one committee and contribute expertise without moving into operational management

Priority skill profiles

Candidates may meet more than one profile.

Finance, Audit & Treasury

A professionally qualified accountant of equivalent senior finance leader. Charity SORP, audit, reserves, group or subsidiary structures, tax, treasury or commercial experience would be particularly useful.

Legal & Regulatory

A legally qualified or highly experienced governance professional. Relevant areas may include charity law, company law, commercial contracts, employment, data protection, regulation, mergers or group structures.

AI, IT & Digital Assurance

Senior experience in AI governance, IT, cuber security, data assurance, digital transformation or technology-enabled services. Candidates should be able to scrutinise both opportunity and risk, including ethics, controls, information governance and organisational readiness.

Business & Sustainable Growth

Senior experience in business development, commercial activity, commissioning, partnerships, fundraising, marketing or scaling services. Candidates should be able to test whether growth is mission aligned, affordable, deliverable and sustainable.

Clinical Governance & Service Quality

A professionally registered senior clinician or clinical governance leader with experience of safeguarding, supervision, ethical practice, outcomes, incidents and quality improvement. Experience in counselling, mental health, domestic abuse or related services would be valuable.



Alongside professional expertise, TLC wants a Board with a broad range of perspectives, backgrounds and lived experience. We particularly welcome applicants who can strengthen the Board's understanding of the communities TLC services or bring perspectives that are currently underrepresented in charity governance.

Appointments will consider the balance of the Board as a whole, including skills, experience, independence, values, diversity, lived experience, geography, capacity and potential to contribute to committee and future leadership roles.



"As a Trustee of this remarkable charity, I am repeatedly astounded by the monumental strides TLC continues to make. Witnessing the unwavering commitment, belief, and dedication of the staff is nothing short of inspiring.

I'm so impressed by the charity's culture and shared vision that brings tangible change to people's lives. It is a privilege to be part of a team so driven to making a positive difference to society, helping to ensure safe, healthy, and happy relationships for everyone."

Alvin Raymode, Trustee

How to Apply

To apply to become a TLC Group Trustee, please email your CV and a covering letter to **michellehill@talklistenchange.org.uk**

Deadline: 09 December 2026

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



part of the TLC group