

# TCV Strategic Report with Supplementary Information 2017-18



**The community volunteering charity**

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This document comprises the Strategic Report, as included in TCV's Annual Report and Financial Statements 2017-18, together with supplementary information. This document does not contain sufficient information to provide a full understanding of TCV's results and the state of affairs as given in the Annual Report and Financial Statements, which are available from [www.tcv.org.uk/accounts](http://www.tcv.org.uk/accounts)



This is my first report as the incoming TCV Chair, so I want to use this opportunity to thank our former chairs, both my immediate predecessor, Mike Kirk, who was a long-standing Trustee and former Committee Chair, and Rita Clifton, who was Chair before him. Both led the Board and supported our CEO and all staff through a major process of restructuring. It is testimony to their excellent stewardship of TCV that the charity is now in a stronger position financially and has adopted a clear strategy for its future work. My fellow Trustees and I are much in their debt for their leadership of the Board.

We are now building on the secure foundations they laid. We are carrying out a review of our governance to ensure that the way we operate as a board and as a charity matches codes of good governance and to ensure that we are accountable to our members and to all who support and fund us. And with a new strategy in place, we are beginning to work on a business plan to help us look ahead and determine how best to achieve our strategy.

In my initial months as Chair I have visited a range of our projects and have been impressed with what I have seen. We do important work to protect and improve the environment. In doing this vital work, not only do we involve thousands of volunteers and help them

develop a wide range of relevant skills, we build sustainable local communities and organisations so that the environments they improve can be well-managed in the long term.

None of this would be possible without our dedicated staff team and, on behalf of the Board, I want to thank them and pay tribute to their professionalism and commitment to the work and to the values of TCV. The Leadership Team, under Darren York's leadership as our CEO, has contributed enormously to the recent change programme and I know they relish the challenge of moving TCV to the next stage in its history.

Finally, I want to thank my fellow Trustees for their support to the Charity. It is not just their input to our Board meetings, important as that is, but the myriad other ways they contribute to TCV's life and work. I particularly want to thank our Trustee colleague, John Mallalieu, who has chaired the board of TCV Employment and Training Services (E&TS), our subsidiary company. With our Finance Director and Company Secretary, Martin Cooper, he has ensured that the winding down of this aspect of our work has been very well managed.

**Professor Tony Crook, CBE**  
Chair





January 2018 saw us welcome new TCV Chair, Professor Tony Crook, who brings significant experience, as recognised by his CBE for his services to housing and to the governance of charities. I'm grateful to Tony, his fellow Trustees and our Committee members for their continued dedication and the invaluable support and challenge they provide to the Leadership Team and myself.

I am both proud and pleased that TCV's charitable activities achieved a small surplus, outperforming our budget for the second consecutive year, thanks to the hard work of our dedicated staff team across the UK. With a Financial Plan in place for 2018-19 that forecasts a positive contribution to unrestricted reserves, we can be confident that a financially sustainable, standalone charity – one that is no longer dependent upon E&TS – is within our reach.

The planned closure of our E&TS business was completed successfully in 2017-18. For many years, in a very different political and economic climate, E&TS generated a significant financial profit, which subsidised our charitable activities. In recent years however, even though our E&TS teams undertook a lot of fantastic, effective work, it proved very difficult to sustain a long-term, viable E&TS business in a market with such tight margins. I'm very grateful for the incredible professionalism

shown by so many of our E&TS colleagues who, throughout a difficult year, maintained their focus on the quality of learning and skills outcomes for so many people.

Looking forward, we will now focus all our resources on TCV the charity, which this year worked with 92,400 people and improved 1,400 green spaces with the help of our 10,900 registered volunteers. As a former TCV volunteer myself, I appreciate their remarkable commitment and dedication and look forward to celebrating their incredible work at our TCV Heroes Awards in November 2018.

The TCV Leadership Team and I are grateful for the continuing support of: our Patron, HRH The Duke of Edinburgh KG, KT; our President, Sir Jonathan Porritt; and each of our Vice Presidents, Ambassadors and Members. Our thanks also go to the dedicated Trustees of the Chestnut Fund (an independent charity funded by TCV, which awards grants to community groups) under the leadership of Chair, David Slater, and his predecessor and former TCV Chair, George MacQuarrie, who sadly passed away in the summer of 2017.

2017-18 saw the production and release of our refreshed strategy, **Connecting People and Green Spaces**. 30 partner organisations and more than 200 staff and volunteers helped to shape this strategy, making it clear how

highly they value our expertise in volunteering, green spaces and facilitating social action. Thanks to their support, we now look forward to delivering on our three strategic goals for 2018-21:

- Inspire More People to Make a Difference
- Secure More Support for Our Work
- Use our Resources to Deliver the Greatest Impact

TCV's vital work would not be possible without the help of our many partners including local and national government, lotteries, private organisations, charities, trusts and landowners. These are too numerous to thank on an individual basis here, but we value their support and look forward to achieving even more for people and green spaces with them in 2018-19.

**Darren York**  
Chief Executive



## APRIL

### Overcoming barriers to employment in Northern Ireland

In Northern Ireland, our European Social Fund programme *Training for Employment* entered its third year. The programme helped over 600 unemployed people - many from marginalised and deprived communities - to gain qualifications and practical work experience in land-based and horticulture activities. Our good work was rewarded with confirmation of funding to support more people towards employment during 2018-22.



## AUGUST

### Summer of celebrations at Skelton Grange

Another significant anniversary was 25 years of TCV's Skelton Grange Environment Centre. This 10-acre site in Leeds, supported by National Grid and Big Lottery Fund, was reclaimed from an industrial area and has since welcomed over 150,000 people to experience nature in an urban setting. The 25th celebrations took place over the summer and included Swarm, where visitors could walk inside a 'hive' of 50,000 hand-printed bees. This exhibition was inspired by bees and wildflowers and used materials reflecting the local industrial heritage.

## MAY

### Ten years of Team Challenge with RBS

2017 marked the tenth year of our partnership with RBS. Their CEO, Ross McEwan, and staff from the bank joined us for a celebration at Stave Hill Ecology Park in London, where they took part in activities such as installing a pathway. Since the start of our partnership, 16,500 staff members right across the country have taken part in the *Team Challenge* programme, improving green spaces in communities. Read more about this programme on Page 8.



## SEPTEMBER

### The Roundhouse opens at Hollybush

After four years of fundraising, TCV's Hollybush Conservation Centre in Leeds celebrated the opening of its Roundhouse. This new facility provides an accessible meeting space for our visitors and volunteers, including our mental health peer support and therapeutic garden groups. The event was attended by over 120 people and organisations who support TCV's work at Hollybush and many of those whose donations and support made the Roundhouse possible. The Roundhouse was formally declared open by Cllr Jane Dowson, Lord Mayor of Leeds and Phil Corrigan, CEO of the combined Leeds Clinical Commissioning Group.



## DECEMBER

### OVO's commitment to a cleaner, greener future

Since 2015, OVO Energy has supported TCV on behalf of their Greener Energy Plan customers as part of their commitment to a cleaner, greener future. Through the *I Dig Trees* programme, our volunteers and community groups have planted 568,000 trees across the UK. OVO staff added to this commitment on a festive team day, where 160 employees cleared scrubland on three sites across Bristol to increase public accessibility and improve wildlife habitats.

### Players of People's Postcode Lottery support TCV

To finish the calendar year, we were delighted to receive £400,000 of funding from the Postcode Green Trust, supported by players of People's Postcode Lottery. The funding is helping us to connect more people and green spaces to deliver lasting outcomes for both. Read more about how this long-term, flexible funding is helping us to plan for the future on Page 9.



## JANUARY

### Welcome to our new Chair, Professor Tony Crook

We were honoured to welcome Professor Anthony Crook CBE as Chair to our Board of Trustees. Tony is former Senior Pro-Vice Chancellor of The University of Sheffield and Emeritus Professor of Town and Regional Planning. Tony has held many non-executive and trustee roles and was awarded a CBE in the 2014 New Year Honours for his services to housing and to the governance of charities.

### Social prescribing receives National Lottery boost

TCV's Green Gym received funds from Big Lottery Fund, raised by players of The National Lottery, to develop the quality assurance processes for social prescribing. Social prescribing gives people living with mental health problems and physical disorders, such as musculoskeletal, greater control of their own health and wellbeing by connecting them to support in their local community. This innovative project will link with the NHS across the UK and support the scaling of social prescribing nationwide.







## JUNE

### Much-loved Handbooks go online

Our Practical Conservation Handbooks have long been considered as essential 'how to' guides to managing rural and urban green spaces. In June, titles including 'Tree Planting and Aftercare', 'Dry Stone Walling' and 'The Urban Handbook' were made available online through our subscription service. Over a thousand pages of expert advice and instruction, illustrated and clearly laid out in a step-by-step format, are now easier to access.

## OCTOBER

### Growing Communities in Adur & Worthing

We launched a major new programme in coastal areas of Adur and Worthing, *Growing Communities*, through the support of Big Lottery Fund and Adur & Worthing Councils. We work with communities to identify how they want to improve their local area and increase their health and happiness. We give individuals the opportunity to explore ideas and try new activities. For example, people can become more active through TCV's Green Gym and increase local volunteering by setting up new community groups. See Page 8 for an example of one resident's walking group idea.



## FEBRUARY

### Giant Green Gym to celebrate 20 years

2018 is the 20th year of TCV's Green Gym and to celebrate, various Green Gyms from South Oxfordshire hosted a giant work session. The first Green Gym took place at Sonning Common and was the brainchild of Dr William Bird. He recognised the health benefits of taking part in social and meaningful activities in the outdoors, such as preserving wildlife habitats. There are now 130 Green Gyms across the UK, including the original Sonning Common Green Gym, which still includes several founding members.



## JULY

### Discovering nature with Scottish Natural Heritage

In Scotland, we continued our vital, long-term framework agreement with Scottish Natural Heritage (SNH) and the Scottish Government. Our work in 2017-18 had a strong focus on accessibility. This included developing our Jupiter site into a hub for our accessibility-focused work, including creating a new wood workshop. We delivered over 100 activity sessions for people with autism, *Discovering Nature*, where volunteers built accessible beds and bird and bat boxes, and used the polytunnels to grow wildflowers.

## NOVEMBER

### Green Gym and stress reduction study

In November, TCV featured on BBC Television's *Trust Me, I'm a Doctor*. The programme presented the University of Westminster's study on various activities affecting levels of stress and anxiety, including TCV's Green Gym. Participants of the Green Gym reported higher levels of wellbeing and lower levels of stress, anxiety and depression from their eight-week programme compared to a control group. There was also a 20% improvement in cortisol awakening response, which is indicative of good health. This study was a valuable addition to our growing evidence base for Green Gym's physical and mental health and wellbeing outcomes.



## MARCH

### A refreshed strategy to lead us into the future

Like many civil society organisations, we have had to overcome huge challenges in recent years to continue our vital work. Following a period of decline in income levels and a major restructure to reduce expenditure, we found stability in 2016-17, and in 2017-18, we built on that success by refreshing our strategy. In March, we launched Connecting People and Green Spaces 2018-21, which includes the three Strategic Goals: Inspire More People to Make a Difference; Secure More Support for Our Work; and Use Our Resources to Deliver the Greatest Impact. Each of our goals will help us to deliver more for people and green spaces.





# Who we are

We're TCV, the community volunteering charity. We connect people and green spaces to deliver lasting outcomes for both.

We do this by bringing people together to create, improve and care for green spaces. From local parks and community gardens to Local Nature Reserves and Sites of Special Scientific Interest; from school grounds and hospital grounds to waterways, wetlands and woodlands; we connect people to the green spaces that form a vital part of any healthy, happy community.

Our team of dedicated, passionate staff and volunteers work with communities across England, Northern Ireland and Scotland and, through our Community Network, we support local community groups across the UK.

## OUR OUTCOMES AND HOW WE DELIVER THEM:



### COMMUNITIES

Communities are stronger, working together to improve the places where people live and tackle the issues that matter to them.



### ENVIRONMENT

Green spaces are created, protected and improved, for nature and for people.



### LEARNING & SKILLS

People improve their confidence, skills and prospects, through learning inspired by the outdoors.



### HEALTH & WELLBEING

People improve their physical and mental health and wellbeing, by being outdoors, active and connected with others.

Over the following pages, you can read about examples of TCV's activities, each of which deliver one or more of the above outcomes.



## Green Gym™ in Northern Ireland

The Public Health Agency (PHA) has a vision that all people and communities are enabled and supported in achieving their full health and wellbeing potential, and inequalities in health are reduced.

PHA funds TCV across Northern Ireland to support local projects from woodland management to food growing, and to deliver TCV's Green Gym.



Green Gyms are fun and free outdoor sessions where participants are guided in practical activities with an emphasis on health and fitness. In Northern Ireland, we hold over 40 sessions per week, encouraging increased levels of physical activity, social interaction and positive mental health. In particular, Green Gym provides vital social connections for older people who are at increasing risk of loneliness.

*"Without Green Gym, I feel I have no real purpose to leave my flat. I thoroughly enjoy getting outdoors, being active and having the opportunity to meet all these wonderful people and feel their friendships."*

**BELFAST GREEN GYM PARTICIPANT**



## Local People

Through its *Local People* programme, People's Health Trust encourages resident-focused approaches as a means of addressing the underlying structural causes of health inequalities. We support communities in six areas across England and Scotland to take greater control over what happens in their neighbourhood. This creates new and stronger relationships, improving confidence and encouraging a greater sense of belonging.

The Preserve And Revamp Culloden & Smithton (PARCS) group was set up to bridge the gap between Culloden and neighbouring community, Smithton, in Inverness. They brought hundreds of people together for summer and Christmas events in 'The avenue', which is a linear, tree-lined public right of way that links the two communities. The group has also created new seating and notice boards in the local playpark and circulated a joint community newsletter.

*"The Local People programme and PARCS group have had a huge, positive impact on the two communities. PARCS continues to develop new partnerships to benefit the local area and is now a registered charity and member of TCV's community network."*

**ABIGAIL TOWNSEND, LOCAL PEOPLE PROGRAMME LEADER**





## RBS Team Challenge



RBS and TCV have been transforming local green spaces for the benefit of communities across the country since 2007. The partnership focuses on transforming community spaces to leave a legacy of safe and accessible outdoor places. Over the years, activities have included digging ponds and constructing pathways to help local communities benefit from accessible and enjoyable green spaces.

Railway Fields in London is an urban oasis for local visitors and hosts educational activities for approximately 1,200 school children every year. RBS employees have made significant improvements to the site for people and nature, including installing interactive mini-beast habitats, new nature trails, information boards, wheelchair-friendly paths, fences and dead hedges.

*“Working in partnership with TCV over the last 10 years has really helped us to continue making a difference in our local communities. Our employees always look forward to volunteering with TCV who are experts in the field of conservation volunteering.”*

**ROSS MCEWAN, CEO, RBS**

## Growing Communities

The Big Lottery Fund programme, *Growing Communities*, with Adur & Worthing Councils has the goals of healthier and happier people and creating stronger and more confident communities. We do this by creating opportunities and meeting challenges to improve the area.

A number of community groups formed from the programme's launch event. Eastbrook Explorers are a great example of a very successful and dynamic group that started from local resident, Nick, asking how people could get active outdoors. Eight volunteers are now part of this group and run themed walks in the area every month. This has included a 'Walk on Wheels', a local history walk by the harbour foreshore and an Easter walk, all of which have had around 25 participants of all ages and abilities. The group has fostered a value of inclusion and makes sure the walks are accessible to all.

*“Life can be very stressful these days and we can all feel a bit down and depressed at times, so joining a walk can be very relaxing and a chance to socialise with others. For the group members who organise activities and events, it also gives them something to look forward to and a sense of achievement.”*

**NICK, EASTBROOK EXPLORERS COMMITTEE MEMBER**



## South Yorkshire Community Woodlands

With our partners the Land Trust, we support local communities to enjoy and care for 465 hectares of green space across seven sites in South Yorkshire. These former coal-mining sites consist of a variety of habitats including wetland, woodland, heathland, meadow and parkland.

We now have five Green Gyms up and running alongside a range of other activities including forest play, health walks, community events and short courses.



One of the sites, Kiveton, was nominated for the Land Trust's 'Health Site of the Year' at their annual awards ceremony and two of our staff team were recognised with commendations for their ongoing commitment to the woodlands.

*"We're indebted to the volunteers across all the South Yorkshire sites for their hard work and commitment and to the community for making us feel so welcome."*

**LEON HAYWARD,**  
TCV OPERATIONS LEADER

## Welcome through Wildlife

Heritage Lottery Fund (HLF) uses money raised by National Lottery players to help people across the UK explore, enjoy and protect the heritage they care about. HLF has supported a variety of TCV projects for many years.



Through *Welcome through Wildlife*, TCV brought together ten Syrian refugee families to help them settle into their new lives and learn about their local environment. They learnt about local wildlife, history and heritage and took part in activities like cooking with foraged ingredients and building raised beds and bird boxes. During the project, family members improved their English and many children, recovering from previous traumatic events, started to come out of their shells and recover their confidence.

*"Discovering nature and spending hours between the trees, looking for the common plants between the UK and their homeland - all this will help them to relieve the stress and the pain. The importance of practising the language and communicating with local people will help them to feel resettled."*

*They enjoy gardening as they are used to growing their own plants. And they are planning to grow their dreams in Scotland."*

**TAHRIR, SYRIAN TRANSLATOR FOR WELCOME THROUGH WILDLIFE**

## TCV's Community Network

TCV developed our Community Network for the thousands of groups across the UK who are passionate about the creation and protection of local green spaces. We provide the practical support community groups need to thrive, including resources and guidance, insurance, funding searches and discounts on tools and trees.



Thanks to the players of the People's Postcode Lottery, we are promoting Community Network membership to more groups and enhancing the resources we can offer, such as face-to-face practical training. We have also launched a new newsletter to share stories from other groups, useful tips and funding announcements.

*"Having the support of TCV is just invaluable - the discounts, advice, and help with the insurance. We have a great relationship and, of course, we all have a common cause - making our community better for everyone. Whatever question we may have, we are safe in the knowledge that we have one port of call for an answer: TCV."*

**OVER HULTON COMMUNITY GROUP, BOLTON**



# Strategic Report

## OUR OUTCOMES AND HOW WE DELIVER THEM

### Communities

Communities are stronger, working together to improve the places where people live and tackle the issues that matter to them.

We bring residents and other stakeholders together and provide them with the practical expertise, resources and training they need to engage in sustained social action that makes a positive difference. We draw upon our expertise as a national organisation and take a local approach, working with people and communities to co-design solutions that meet local needs. Through the TCV Community Network we connect groups with each other and provide access to a package of support including a dedicated website, competitively-priced insurance, discounts on training and merchandise, funding information, access to grants and much more.

### Environment

Green spaces are created, protected and improved, for nature and for people.

We deliver practical volunteering programmes, providing people with the transport, tools, equipment and project leadership they need to play an active role in creating, protecting and improving green spaces. We work on a wide range of wildlife habitats including woodlands, hedgerows, grassland, waterways and wetlands. We plant trees, from single specimens to new woodlands and hedgerows, providing homes for wildlife and improving climate and air quality. From boardwalks and dipping platforms to fences and footpaths, we provide access improvements and on-site interpretation that balances the needs of nature and people.

### Health & Wellbeing

People improve their physical and mental health and wellbeing, by being outdoors, active and connected with others.

A wide range of TCV activities provide opportunities to improve physical and mental health and wellbeing through physical activity and social interaction. Through our Green Gym programme, we provide an alternative to traditional gym or fitness activities. Almost one third more calories can be burnt in some Green Gym sessions than in an average aerobics class. Green Gym consists of fun and free outdoor sessions that improve green spaces. The emphasis is very much on health and fitness, improving the physical and mental health and wellbeing of those involved.

### Learning & Skills

People improve their confidence, skills and prospects, through learning inspired by the outdoors.

We deliver a wide range of learning and skills through programmes of non-accredited and accredited training

courses. These include practical skills training, project leadership, health and safety, volunteer recruitment and evaluation, community engagement, species ID and first aid. We train volunteers, community groups and other organisations. Through our Community Network we support community groups with access to free conservation miniguides and practical safety resources, along with discounted conservation handbooks and training. We run a range of programmes that offer people a chance to learn more about their natural environment and take part in scientific research and surveying.

Examples of activities delivered this year, which each contributed to one or more of these outcomes, can be found throughout the preceding pages of this document.

## FINANCIAL REVIEW

TCV reported a small surplus of £0.4m in 2018 (2017: deficit of £0.3m) and remains compliant with its reserves policy. Unrestricted reserves reduced marginally due to costs of programmes run through our trading subsidiary, TCV Employment and Training Services Limited (E&TS), which has now ceased trading as planned.

### Income

	2018 £'000	2017 £'000	Change £'000
Charitable activities:			
Health, conservation and community	7,862	7,735	127
Training and employment	1,364	2,593	(1,229)
Other trading activities	143	219	(76)
Donations and legacies	173	96	77
Investments	-	2	(2)
Other	84	72	12
<b>Total income</b>	<b>9,626</b>	<b>10,717</b>	<b>(1,091)</b>

Group income for the year reduced by £1.1m to £9.6m. This was largely due to reductions in training and employment related revenues and trading activities, partially offset by growth in our core health, conservation and community programmes and increases in legacy and other personal giving.

The reduction in training and employment income reflects the impact of our decision to wind down TCV E&TS.

Other trading revenues have decreased following our 2016 decision to wind down our online retail function and concentrate more of our energies on our core charitable activities, where we are pleased to report growth in several areas including our Growing Communities and South Yorkshire Community Woodlands projects outlined previously.



## Statement of financial activities

	2018 £'000	2017 £'000	Change £'000
Income	9,626	10,717	(1,091)
Expenditure:			
Activities undertaken directly			
Health, conservation and community	(6,301)	(6,720)	419
Training and employment	(1,447)	(2,555)	1,108
Support costs	(1,223)	(1,369)	146
Fundraising costs	(164)	(269)	105
Grants awarded	(153)	(199)	46
Taxation	24	51	(27)
Net unrestricted (expenditure)/income	(124)	62	(186)
Net restricted income/(expenditure)	486	(406)	892
<b>Total net income/(expenditure)</b>	<b>362</b>	<b>(344)</b>	<b>706</b>

As previously anticipated we have incurred a small deficit of £0.1m on unrestricted funds during the year. This is largely due to a loss of £0.1m on our training and employment programmes, as E&TS completed its final contracts and we vacated premises from where these were delivered. Support costs reduced as we continued our transition to more efficient, networked and sustainable systems and processes.

We had previously anticipated a deficit on restricted funds, from grant-funded programmes, previously funded in advance, and scheduled to end during this year. We are pleased to report that restricted funds have instead increased by £0.5m due to upfront cash receipts for new programmes for which delivery will continue into 2019.

## Balance sheet

	2018 £'000	2017 £'000
Tangible fixed assets	1,742	1,746
Debtors	1,875	2,051
Cash and cash equivalents	1,057	1,507
Creditors <sup>1</sup>	(1,077)	(2,021)
Net current assets	1,855	1,537
Provisions	(97)	(145)
<b>Net assets</b>	<b>3,500</b>	<b>3,138</b>

<sup>1</sup>Excluding overdraft £412,000 (2017: £12,000) presented within cash and cash equivalents.

The net asset value has increased by £0.4m with net assets at 31 March 2018 of £3.5m.

The Group had a net cash outflow of £0.5m for the year (2017: net cash inflow of £0.4m), primarily from delivery of contracts during the current year for which upfront cash funding had previously been received during 2017, partially offset by new upfront grant receipts in 2018.

The dilapidations provision has reduced following vacating of offices supporting E&TS delivery, with exposure remaining dispersed across a number of properties.

The year "2018" in the text and table headers below refers to the 12 month accounting period ended 31 March 2018 and "2017" refers to the 12 month accounting period ending 31 March 2017.

## PLANS FOR FUTURE PERIODS

During the next three years, we will focus on the Strategic Goals contained within our refreshed strategy: Connecting People and Green Spaces 2018-21.

Since March 2018 we have been encouraged by the continuation of key partnerships and programmes with the private, public and voluntary sectors. We are particularly pleased to have agreed a three-year extension of our RBS employee volunteering initiative, *Team Challenge*.

Funding received from the Postcode Green Trust, thanks to the players of the People's Postcode Lottery, will be instrumental for us in accelerating positive outcomes for more people and green spaces through this period. We welcome the flexible and long-term approach that this valuable new TCV partner is taking to support our important work.

Whilst public sector funding in particular remains uncertain, we benefit from a broad pipeline of funding opportunities and strong partnerships with local and national organisations.

Unrestricted funds are once again expected to be broadly maintained over the coming year, whilst restricted funds may decrease slightly, based on expected timings of receipts and related activities on existing long-term grants.

The Trustees have reviewed forecasts to 30 September 2019 and on the basis of those forecasts believe that the Charity will be able to meet its liabilities as they fall due. These forecasts have been prepared conservatively, including risks and sensitivities to anticipated financial performance, including a review of actual performance compared to previous forecasts and consideration of financing facilities available. Mitigating actions available in the event of adverse circumstances or financial performance have also been considered. Cashflow forecasts prepared for the Charity are done on a standalone basis and do not rely on any Gift Aided profits or other cash distributions from our subsidiary E&TS, which has now concluded delivery of its final employment support programmes. Based on the information currently available in respect of the future, the Trustees consider that the Charity has the plans and resources to manage its business risks successfully. The Trustees have therefore prepared these financial statements on the going concern basis.

## PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control for managing risk within the organisation. TCV's risk management process is designed to ensure that appropriate steps are taken to identify and mitigate risk and to provide reasonable assurance against material misstatement or loss. TCV aims to identify the major



risks to the organisation, ranking them on the basis of both likelihood and impact. Major risks are considered when setting operational and strategic objectives and in approval of significant grants and contracts.

The risk management process is managed throughout the business, with standards set and monitored by the Risk and Compliance Manager. The Performance, Audit and Risk Committee reviews the underlying management of risk within the organisation and the work of the Risk and Compliance Manager in monitoring performance and compliance. It then brings this to the attention of the Board on a quarterly basis.

To avoid breaching the Board's risk appetite limits, strategic risks are given a quantified threshold and mitigating actions. Performance against these thresholds is monitored monthly by management. On an annual basis, the Performance, Audit and Risk Committee provides the Board of Trustees with a summary review of risk management issues for it to consider. Principal risks have been reviewed and are aligned to our strategic plan. Risks are categorised as:

- **Financial: including volatility of financial performance, liquidity and reserves strength**

Restrictions on traditional sources of income, the constrained economic environment and the need to renew or replace fixed term grants and contracts all contribute to financial risk. The Group also recognises that internal monitoring is essential to reduce the volatility of financial performance by ensuring grant and project delivery and expenditure are properly controlled and that reserve strength is maintained.

- **Operations and people: including operational performance and people management**

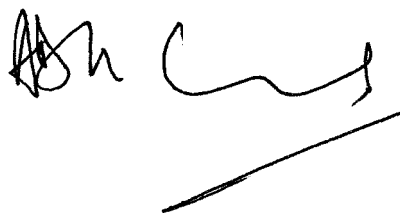
The Group recognises that risks arise from operational systems and management of staff. It monitors and reviews decision making and operational systems; and monitors staff engagement and retention levels.

- **Reputational: including regulatory compliance, IT security and quality of volunteer and partner experiences**

The Board recognises that risks arise from potential reputational damage from regulatory and data breaches, the essential use of information technology and the experiences of volunteers and partner organisations. Steps are taken to ensure that regulatory breaches do not happen, IT security breaches are prevented, volunteer experience and retention are monitored, and stakeholder relationships are managed.

Risk management is embedded within the organisation to assess risk effectively and put appropriate controls and actions in place to mitigate risks to acceptable levels.

The Trustees have given consideration to the major risks to which the Charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks appropriately, and that internal systems and procedures are developing in the light of new requirements and learning from the risk management process.



**Anthony Crook**  
Chair of the Board  
28 September 2018



# Trustees and advisors

## PATRON

HRH The Duke of Edinburgh KG, KT

## PRESIDENT

Sir Jonathon Porritt CBE

## VICE PRESIDENTS

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CVO, CBE, FRS

Professor David Bellamy OBE

Dr William Bird MBE

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Dr Rupert Evenett

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The Baroness Miller of Chilthorne  
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## AMBASSADORS

Dr William Bird MBE

David Coleman

Jeremy Corbett CBE

Professor Michael Dower CBE

Roger de Freitas

Sue Hilder

Noel Hufton

Richard Williams

## BOARD OF TRUSTEES

Anthony Crook CBE  
(Chair of the Board of Trustees)  
(Appointed 15 December 2017)

Maria Adebowale  
(Resigned 15 June 2017)

Anthony Burton CBE

Michael Kellet

Mike P Kirk  
(Resigned 31 December 2017)

John Mallalieu

Roger Perkin

Simon Rennie MBE

Julie Royce

Jane Stevensen

Richard Stiff

## NOMINATIONS AND GOVERNANCE COMMITTEE

Dr Rupert Evenett (Chair)

Maria Adebowale

Roger Clarke

Paulette Cohen

David Coleman

Richard Stiff

## PERFORMANCE, AUDIT AND RISK COMMITTEE

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Michael Kellet

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Zurich Risk Engineering UK

## COMPANY SECRETARY

Martin Cooper

## PRINCIPAL BANKER

NatWest Plc  
12 High Street, Doncaster, DN1 1EJ

## STATUTORY AUDITOR

RSM UK AUDIT LLP  
Central Square  
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29 Wellington Street  
Leeds  
LS1 4DL

Company number: 00976410

Charity numbers:  
261009 (England and Wales)  
SC039302 (Scotland)

Registered office  
Sedum House, Mallard Way,  
Doncaster, DN4 8DB

# Our Trustees

## TONY CROOK, CBE

Anthony Crook is former Senior Pro-Vice Chancellor of The University of Sheffield and Emeritus Professor of Town & Regional Planning. He is currently Deputy Chair of the Orbit Housing Group, a non-executive director of a regional house-builder, a member of the Royal Town Planning Institute Trustee Board and Chair of its Education Committee.

Tony has held many former non-executive and trustee roles in housing regeneration and education organisations including past Chair of the Shelter Trustee Board, a former trustee of the Coalfields Regeneration Trust, a former council member of the Academy of Social Sciences, and former Chair of Sheffield Homes Ltd.

He was also a member of the Lloyds Banking Group Housing Commission, the independent Chair of the review of governance in Rotherham, and a commissioner of the Housing Commission for Northern England. In 2004 Tony was elected as a Fellow of the Academy of Social Sciences in recognition of his standing as a social scientist and his contribution to public policy. Tony was appointed CBE in the 2014 New Year Honours for his services to housing and to the governance of charities.

## TONY BURTON, CBE

Tony is Vice Chair of the Big Lottery Fund and Friends of the Earth, Chair of Wandle Valley Forum and a trustee of mySociety. He founded Civic Voice, helped establish Heritage Alliance and has over twenty five years' experience on the Executive Boards of charities including National Trust, CPRE and as Chair of Wildlife & Countryside Link. Tony also works on a wide range of community and environmental projects, including neighbourhood planning.

## MICHAEL KELLET

Michael Kellet is the Director of Fife's Health and Social Care Partnership. He took up the post in August 2016 and is accountable to the NHS Fife Board and Fife Council, as well as the Scottish Government's Health Secretary. Michael has 20 years'

experience working in government in Scotland. He has taken on a range of key roles over the years as private secretary to 3 separate Ministers, as the policy lead on flagship pieces of legislation and a key role representing Scotland abroad. Michael's previous SCS roles include in education on the teacher workforce and as Head of Emergencies for Scottish Government.

## JOHN MALLALIEU

John is CEO of The Bank Workers Charity, which supports the health and wellbeing of the banking community. From a career in retail banking John has held a range of senior leadership roles across Health and Social care delivery for public sector, private sector and third sector organisations. John holds a lay role with NHS Calderdale Clinical Commissioning Group and is also the Lay Chair of the Primary Medical Services Committee. John additionally chairs the Department of Work & Pensions Mental Health & Work Group for the Welfare Minister and is a member of the Psychological Wellbeing & Work Expert Advisory Group.

## ROGER PERKIN

Roger Perkin spent 40 years at Ernst & Young, including over 30 years as a Partner, working with a wide range of clients before specialising in financial services and retiring in 2009. Roger has significant global accounting experience and financial services expertise, which he has brought to TCV as Trustee and the Performance, Audit and Risk Committee as Chair. He served as an Independent Non Executive Director for companies including Nationwide Building Society and Friends Life Group. He now has a portfolio of trustee positions, including the Charities Aid Foundation, as well as continuing to serve on a number of plc boards in the financial services sector.

## SIMON RENNIE, MBE

Simon is Chief Executive of the Central Scotland Green Network Trust and is a director of the Falkirk Community Trust and Paths for All. With a degree in forestry, Simon worked in private sector forestry abroad before returning to the UK in 1990. He has since worked in the charitable sector focusing on social inclusion and environmental justice.

## JULIE ROYCE

Julie's career started in the private sector working for Unilever and a small award-winning marketing agency, before moving to the National Health Service in 1990. During this time Julie has held a range of senior management, training and marketing positions, most recently working for the National Institute for Health and Care Excellence (NICE), where she led a team working with national organisations in health and social care to help promote uptake of NICE guidelines and quality standards. Throughout her career Julie has been a keen volunteer in her local community in her spare time, and will continue to do so now that she has retired from NICE.

## JANE STEVENSEN

Jane is Engagement Director to the FSB (Financial Stability Board) Task Force on Climate-related Financial Disclosures for CDP (formerly the Carbon Disclosure Project). Prior to joining CDP, Jane was Director of Sustainability Advisory Services for Grant Thornton LLP. She is a Natural Resources sector expert, and has worked all over the world becoming an expert in stakeholder engagement in fragile environments. She chairs the CDP Oil & Gas Advisory Group, and is working on developing Board level expertise and understanding in Climate risk. She is an affiliate of CISL, the University of Cambridge's Institute for Sustainable Leadership, and a Mentor for Inspiring Women at Inspiring the Future.

## RICHARD STIFF

Richard's career has taken him from teacher in Bognor Regis to Chief Executive of Angus Council via Deputy Chief of Education Leeds, Executive Director of Children's Services and other posts in local government. Richard has extensive experience of working in rural and urban environments in England and Scotland and of public and private sector partnerships. Since retiring from Angus Council in May 2017, Richard works as an independent public sector consultant. He is a non-executive director of an NHS Foundation Trust and a local authority owned CIC and a governor of a tertiary college in North Yorkshire.





TCV, the community volunteering charity, has a vision of healthier, happier communities for everyone. We aim to achieve this by connecting people and green spaces to deliver lasting outcomes for both.

Complementing our core work is the TCV Community Network, a network of community groups that regularly work with TCV to organise outdoor and learning activities aimed at bringing the community together, tackling social isolation and loneliness, and putting local people in control of their own prospects and outdoor places.

The Conservation Volunteers give their time, energy and enthusiasm to transform local areas for the benefit of the whole community. Through your generosity, we can provide the training, support and equipment to help them achieve even more.

Please make a donation today to support our valuable work.

Visit [tcv.org.uk/donate](https://tcv.org.uk/donate)



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