

# TCV Strategic Report

with supplementary information  
2018-19



The community volunteering charity

# Contents

Introductions from the Chair and Chief Executive..... 2

2018-2019 highlights..... 4

Who we are ..... 6

Strategic Report..... 10

Trustees and advisors .....13

This document comprises the Strategic Report, as included in TCV's Annual Report and Financial Statements 2018-19, 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)



The main matter to report this year from the Board's perspective is the successful completion of our governance review.

The review group, of both Trustees and senior staff, looked not only at our instruments of governance and practice but also carefully at the external environment, especially the approach our regulator the Charity Commission expects, the practices of other charities and good practice as recommended by NCVO.

The Board's recommendations for change were approved at an EGM held in July 2019 and we are now in the process of implementing them.

The major change is to move from a membership model of governance to a stakeholder approach to accountability and a trustee approach to governance. In terms of accountability we will regularly keep in touch with and consult all our stakeholders including past members, other supporters, volunteers, funders and other partners. This will include a major annual meeting at which we will provide an update on our progress and achievements, seek feedback on our performance and guidance on future directions. The change means that TCV is no longer a formal membership organisation where members hold legal and financial rights and responsibilities, but of course all current members have been invited to become members of our stakeholder 'family'.

The other major change is to move all the residual legal and financial responsibilities exercised by members in the past to the Trustee Board, so that members will no longer appoint Trustees and auditors. This will now be the job of the Trustee Board which, in order to fulfil these new responsibilities, has restructured its committees.

A new Governance and Remuneration Committee (GRC) will advise the Board on governance, including the appointment of Trustees and on senior remuneration. A new Audit and Risk Committee (ARC) now takes responsibility for advising the board on audit, including internal audit and risk. Both these committees will have non-Trustee members so that the committees and the Board has access to independent, expert advice.

We have also made many changes to strengthen our effectiveness including regular reviews of Board and Trustee performance. We believe that these changes will improve our accountability to all involved in our work and ensure that the governance of TCV is efficient and effective.

During the year, one of our fellow Trustees came to the end of her term of office. Jane Stevenson served on the Board for two separate terms totalling eight years. In thanking her for all her service the Board knows that she continues to support and advocate our work. Now that the governance review is complete – and our refreshed strategy and business plan are in place – the Board has embarked on a process to recruit three new Trustees with the skills and experience we need in the next few years. I hope to introduce them at the time of our new-style annual meeting.

Many people have contributed to TCV's achievements in 2018-19. Most particularly I want to thank all my fellow Trustees for their unstinting commitment and contributions to our work, our CEO Darren York for his exemplary and tireless leadership of TCV, and his executive team for ensuring that TCV has enjoyed another successful year, connecting people and green spaces, while ensuring the health and welfare of all our volunteers working on our many projects.

**Professor Tony Crook, CBE**  
Chair



**W**elcome to TCV's Annual Report for 2018-19. In the first year of our strategy, *Connecting People and Green Spaces*, we worked with 87,031 people and improved 1,402 green spaces with the help of our 10,254 registered volunteers. I hope that this report, full of snapshots from another busy and productive year, brings to life some of the great stories behind these figures. I'd like to add a few highlights here, from each of our three strategic goals.

*Inspire more people to make a difference:* As well as our direct delivery of projects and programmes, we take great pride in supporting members of the TCV Community Network - those tireless and dedicated, independent groups who create and care for green spaces at a local level across the UK. The TCV Community Network grew to over 1,000 groups during the year and we expect continued growth from offering free membership during 2019 as part of TCV's 60th anniversary celebrations.

*Secure more support for our work:* Capturing and sharing our stories is one of the most effective ways of securing more support for our work. Our TCV Heroes Awards, at the Barbican Conservatory back in November, saw partners, funders and friends gather to celebrate the achievements of people and projects working with TCV. We produced some great little films of the winners which, in case you missed them, are available at [www.tcv.org.uk/heroes](http://www.tcv.org.uk/heroes).

*Use our resources to deliver the greatest impact:* We continued to refresh our programme of learning and development for our employees and volunteers: OLLIE (our online learning platform) helped our people to access bite-sized courses in areas such as induction, core skills and knowledge, leadership development and health, safety & wellbeing; we

delivered a very successful series of practical skills courses during autumn and winter which we plan to expand in 2019; and our first people leaders successfully completed NCVO's Charity Leadership in the 2020s programme.

Strategy aside, I am both delighted and proud that we were able to make a small, positive contribution to reserves by managing and delivering our activities efficiently and effectively. TCV continues to operate in a challenging and uncertain environment and this achievement, combined with a fourth consecutive year of stable income levels, gives us encouragement and confidence to plan for the future.

I'd like to extend my sincere thanks to everyone who supported our work in 2018-19: national and local government, lotteries, private organisations and individuals, charities, trusts and landowners who contributed funding and resources; our passionate, dedicated employee team; our Board of Trustees, Board sub-committee members, President, Vice Presidents, Ambassadors and Members; and, of course, the volunteers who give so much of their time and energy for the cause. I look forward to continuing our work together, towards our vision of healthier, happier communities for everyone.

**Darren York**  
Chief Executive

## APRIL

### Hounslow Heath Green Gym becomes independent and community-led

Hounslow Heath Green Gym had been led by TCV since June 2016, during which time over 130 volunteers contributed more than 3,000 volunteer hours to the management of the heath. The site is a Site of Metropolitan Importance for Nature Conservation and, in addition to lowland heath, comprises a range of valuable habitats including dry acid grassland, neutral grasslands, wetlands, woodlands and wildflower meadows. By 2018 the group had developed the skills and knowledge to continue the Green Gym sessions themselves and a launch event to mark this was attended by long-time supporter, the Deputy Mayor of Hounslow, Cllr Mukesh Malhotra.



## MAY

### TCV joins Wates as Charity of the Year partner

We were delighted to be selected as the 2018-20 Charity of the Year partner for Wates Group, one of the largest privately-owned construction, development and property services companies in the UK.

During the year 291 Wates employees supported 25 different TCV projects right across the UK. Through the Treeathlon they planted almost 5,000 trees toward our joint three-year target of 15,000 additional native trees. Wates employees also raised an incredible £50,000 through fundraising activities, including a 12-hour canoeing and hiking challenge.



## JUNE

### Winners at the Horticulture Week Custodian Awards

TCV and OVO Energy won the Best Tree or Woodland Partnership Award at the Horticulture Week Custodian Awards, in recognition of our hugely successful I Dig Trees programme. The Awards celebrate the best of parks, gardens and tree management, and we were proud to receive this accolade for our partnership that's been running since 2015. Supported by OVO's Green Energy customers, TCV has worked with 1,896 community groups to plant 728,000 trees in communities across the UK; bringing wildlife closer to home and leaving a lasting legacy for future generations.



## JULY

### Celebrating summer and anticipating a bumper autumn harvest with PwC

In July we had a brilliant time hosting two very productive teams from PwC at our Woodgate Community Orchard in Birmingham. This green space provides fresh, healthy produce for the local community, reduces food miles and provides a habitat for wildlife. During two glorious days of sunshine, the teams helped with the management of this fruit and nut orchard, clearing paths, preparing raised beds, clearing the weeds and repairing fences. It wasn't all hard graft though, the team got to harvest some delicious blackcurrants too.



## AUGUST

### Tackling holiday hunger

It's widely recognised that significant numbers of families on low incomes struggle to feed their children outside of term time, with this impacting negatively on their physical and mental health and wellbeing, and their learning. Our team from Skelton Grange Environment Centre joined forces with Leeds Community Foundation and Fareshare to deliver the Healthy Holidays project - a summer holiday programme of fun, active, outdoor play and cooking sessions for 120 children. Each day started with a healthy breakfast, followed by nature-based activities and sessions learning to prepare and share meals.



## SEPTEMBER

### Celebrating the tremendous work of our volunteers across the UK

TCV's annual Big Green Weekend showcases the scale and breadth of the activities we deliver week-in-week-out across the UK. 65 events made 2018 our biggest Big Green Weekend ever, including three large scale public open days supported by players of People's Postcode Lottery. Almost 2,000 people took part in conservation projects, green space improvements and food-growing sessions, to name just a few of the activities on offer.



## OCTOBER

### Ten years of Camden Green Gym

Camden Green Gym volunteers past and present joined us to celebrate the group's 10th anniversary. Since the project's launch in 2008, in partnership with Camden Council and Public Health England, over 4,000 dedicated volunteers have created, protected and improved 65 green spaces across the Borough of Camden, including urban woodlands, resident squares and community gardens. Among our guests was the Mayor of Camden, Cllr Jenny Headlam-Wells, who thanked the volunteers from across the borough for their community spirit and commitment to green spaces.



## NOVEMBER

### The first national social prescribing conference and the TCV Heroes Awards

In 2018, TCV received funding from the National Lottery Community Fund to develop key components for the scaling up of social prescribing (where GPs and other primary care professionals refer people to a range of local, non-clinical services such as Green Gym) across the UK.

Our partners include NHS England, the Social Prescribing Network, the Scottish Public Health Network, Scottish Communities for Health and Wellbeing, Bogside and Brandywell Health Forum, the Health and Social Care Board in Northern Ireland, WCVA, the University of South Wales, NCVO and other voluntary sector groups.

November saw the first national social prescribing conference which we co-developed with the King's Fund. The conference was a huge success, attracting over 400 delegates, the Secretary of State for Health, and contributors from across the UK.

On the same day, on the other side of London, with the support of People's Postcode Lottery, the TCV Heroes Awards celebrated the work of the volunteers, communities and employees who enable us to connect so many people and green spaces each year. Recognising outstanding contributions to communities, the environment, health & wellbeing, and learning & skills, the awards were held at the Conservatory in the Barbican Centre and attended by volunteers, community groups, employees, trustees, funders and partners.



## DECEMBER

### London's biggest ever tree planting weekend

Thousands of Londoners, including the Hounslow Heath Green Gym, joined the Mayor of London, TCV, Trees for Cities and the Woodland Trust to plant 75,000 trees in gardens, in communities and at mass planting events across the capital over a single weekend. And we joined forces with the National Trust and Wayward Plants to make 5,000 trees available for Londoners to take away.



## JANUARY

### Kicking off an exciting year for TCV - our 60th anniversary!

We put the finishing touches to our plans for celebrating TCV's 60th anniversary, kicking off the first these in January: creating new web pages to collect people's TCV stories throughout the years ([mystory.tcv.org.uk/stories/](http://mystory.tcv.org.uk/stories/)); and launching our 60th anniversary fundraising campaign 'Inspiring the Next Generation' ([tcv.org.uk/getinvolved/donate](http://tcv.org.uk/getinvolved/donate)). Events later in the year include our Big Green Weekend and the TCV 60th Anniversary Hero Awards to be held at City Hall in London.



## FEBRUARY

### Free TCV Community Network membership

In celebration of our 60th anniversary we announced free membership of the TCV Community Network across the UK, supported in Great Britain by players of People's Postcode Lottery. The TCV Community Network helps us to connect more people and green spaces and provides local, independent community groups with a package of support including practical conservation guides, a range of discounts and offers, funding support, a dedicated website and a regular newsletter. If you're a member of a group who could benefit from joining the TCV Community Network, head over here: [community.tcv.org.uk](http://community.tcv.org.uk)



## MARCH

### "Save the planet while getting in shape"

The World Economic Forum promoted TCV's Green Gym across social media under the headline **One person can make a difference**. Green Gym featured alongside Strawkling, Plogging and the #trashtag movement as exercise trends that "let you save the planet while getting in shape".



# Who we are

We are 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 the TCV 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.

## Team Challenge goes from strength to strength



After 11 years of working together, TCV and RBS announced a new 3-year partnership in 2018 to deliver the Team Challenge employee volunteering initiative. Since 2007, the bank's employees from across the UK have undertaken vital conservation projects. Together we have helped to deliver hundreds of projects that make a difference for thousands of people in local communities every single day of the year. TCV provides RBS employees with the opportunity to contribute energy, skills and time to their local community and supports them in becoming a more engaged, healthy and inclusive workforce.

Over the next 3 years, an incredible 18,000 employees from the bank will volunteer with TCV right across the UK, generating over 126,000 hours of practical impact and helping TCV to manage, transform and develop over 180 green spaces in the heart of our communities.

*"At RBS we're very proud of our 11-year partnership with TCV. We're delighted to be entering into this new three-year contract which will lead to even more RBS employees working with TCV to enhance the green spaces in our local communities."*

**MICHAEL DUNCAN, RBS HEAD OF GIVING PROGRAMMES**

## Green space on prescription



The National Lottery Community Fund has supported many TCV projects over the years, helping us to connect communities with their local green spaces, delivering lasting outcomes for both. With their help, we have supported communities in partnership with Adur & Worthing Councils, employed a team of local people to improve access along the Solent Way with Hampshire County Council, and improved people's prospects and well-being in Leeds through the five-year access2nature project.

The National Lottery Community Fund also supports TCV to deliver a national programme aimed at scaling-up social prescribing across the UK. Social prescribing recognises the potential for social, economic and environmental factors to positively affect people's health, where medication alone is unlikely to provide a sustainable improvement. We are working with NHS England, local healthcare services, commissioners, academics and charities to inform when and how

social prescribing is used to help people living with specific health issues – such as poor mental health and musculoskeletal disorders. We are also developing a quality assurance framework in collaboration with groups across the UK which will allow clinicians to have confidence in the quality of social prescribing providers when referring people with wider social needs to community projects.

*"Voluntary sector activities such as our award-winning Green Gym programme help people to take better control of their health. This project to develop the tools needed to see more of these activities prescribed across the UK was therefore hugely significant for the sector."*

**CRAIG LISTER,  
GREEN GYM MANAGING DIRECTOR**

## Supporting local communities to take greater control

The People's Health Trust and TCV work together to support communities in five areas across England and Scotland. Through the Local People Programme, we take a resident-focused approach to support communities to take greater control over what happens in their neighbourhood.

Railway Street, South Wigston in Leicester is the home of a resident led gardening project. Inspired by one resident's garden, the community came together to share their skills in growing and cooking and from this came the idea to share herbs and produce within the community, enthusing a street where wellbeing and community spirit is fostered. TCV has supported the group who are now campaigning to develop a piece of land in the local park into a shared garden for the wider community.

*"Residents have found the group invaluable for sharing food growing and cooking tips, getting to know their neighbours and being involved in the local community."*

**ABI TOWNSEND, LOCAL PEOPLE PROGRAMME LEADER**



## Community green space management



We manage several sites owned by the Land Trust, a charity that is committed to the long-term sustainable management of open space for community benefit. Among these is Greenwich Peninsula Ecology Park – a green oasis in a rapidly developing urban area of London. The Ecology Park provides a vital home for an amazing variety of plants and animals – some of them locally and even nationally rare – and is hugely popular with the local community who visit and care for this valuable resource for people and nature.

One of the most popular events at the Ecology Park is Frog Day every March. For 2018, TCV partnered with Froglife to host the event which saw over 500 people enjoy activities including a new Toad Virtual Reality Experience, which gave a toad's eye perspective on the park.

*"Frog Day is a fun event for all ages but also highlights the plight of amphibians in the UK, whose numbers have been in decline, and informs people about ways they can help, including the creation of new ponds and advice on frog-friendly gardening."*

**JOANNE SMITH, SENIOR WARDEN**

## More reasons to celebrate TCV's Community Network

We are delighted to offer TCV Community Network membership free of charge to both existing and new members in celebration of our 60th anniversary. In Great Britain, this has been made possible with support from the players of People's Postcode Lottery.

The TCV Community Network helps us to connect more people and green spaces and provides local, independent community groups with a package of support.

One such group, Camden Green Gym, celebrated their 10th anniversary in 2018. Camden Green Gym was launched in partnership with TCV, Camden Council and Public Health in 2008, in order to improve public green spaces in the borough. Since then, more than 4,000 Camden Green Gym volunteers have completed over 10,000 workdays, improving a total of 65 parks, urban woodlands, resident squares and community gardens. They have planted thousands of native mixed hedge trees, sown and scythed wildflower meadows, created wildlife habitats and maintained green spaces for public enjoyment and nature conservation.

*"What always amazes me is the diversity of our groups, the drive they have and the never-ending desire to keep giving to their community. Thank you so much to players of People's Postcode Lottery because I know that your support has made a huge difference in helping groups, like Camden Green Gym, to keep thriving"*

**JOANNE BUSHBY, COMMUNITY NETWORK ADMINISTRATOR**





# Regenerating the Kinneil Estate with our Coastal Rangers Project



In partnership with Falkirk Community Trust and Falkirk Council Employment Training Unit, our Kinneil Coastal Rangers project employed eight young job seekers in the Bo'ness and Falkirk area as Trainee Rangers on a Modern Apprenticeship.

Funded by the Scottish Government through the Coastal Communities Fund, the project aim was to regenerate 52 hectares of mixed-use countryside on the outskirts of Bo'ness on the Firth of Forth, whilst increasing tourism and economic investment. The estate contains mixed broadleaved woodland, conifer plantations, watercourses and ponds, open meadow and an extensive footpath network. The John Muir Way passes through the estate as does the National Cycle Route 75.

Highlights from the year include:

- A 5,110 increase in visitors, £56,465 new visitor expenditure, 20 new tourism events and the creation of a new tourism facility.
- Eight trainees gaining qualifications, 80 individuals

supported, ten organisations and ten community projects supported.

- Partnership working with RSPB, IFLI, FCT, Friends of Kinneil, Central Scotland Green Network, Bo'ness Community Council, Bo'ness Hill Climb Revival, Historic Environment Scotland, Falkirk council, Bo'ness Scout Group, Carriden Parish Church and Kinneil Primary School.

*“The Coastal Rangers have made a big impact on the much-loved local resource over the last year, improving many footpaths, repairing and replacing steps and bridges and managing the woodlands. As well as these welcome physical improvements, the project has also attracted new visitors and involved new people in conservation activities.”*

**SANDRA LYON, OPERATIONS LEADER**

## Incredible new fundraising partnership



This has been the first of three years as Wates Group's chosen Charity of the Year, with Wates Group employees springing into action, fundraising and volunteering their time to support our work connecting people and green spaces.

In June, the Wates Canoe Challenge raised over £20,000 as two intrepid teams battled it out in a sea and land race, and together we launched the Treeathlon in February – planting 5,000 trees across 12 locations with Wates employees from across the UK.

We have learned a huge amount about employee fundraising and made some amazing friends at Wates who have raised an incredible £50,000 in year one. The partnership is making a real difference for people and green spaces, with some of the funds raised supporting a Green Gym at Roding Primary School in West London.

*“We've been absolutely blown away by the sheer scale and variety of the ways Wates colleagues have supported our work to connect people and green spaces through fundraising and volunteering; both of which have exceeded all our expectations ... I'm hugely grateful to the Wates team and everyone who is getting involved. I know the commitment and energy has been a real source of inspiration for many of my TCW colleagues and we're looking forward to seeing our partnership go from strength to strength in year two.”*

**DARREN YORK,  
TCW CHIEF EXECUTIVE**

# 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 civic 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 design solutions that meet local needs. Through the TCV Community Network, we connect circa 1,000 local groups with each other and provide access to a package of support including a dedicated website, access to 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, through being physically active outdoors and being connected with others.

A wide range of TCV activities provide opportunities to improve health and wellbeing with increased physical activity and social interaction. Through our Green Gym programme, we provide an alternative to traditional gym or fitness activities. Green Gym is “group based physical activity with a purpose”, improving green spaces while enhancing health and wellbeing. The emphasis is very much on sustainable improvements to health and wellbeing of those involved, while giving new purpose to their life and supporting the shared community environment.

### 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 surplus of £0.3m in 2019, £0.2m of which related to restricted reserves that are forecast to be drawn down during the next financial year. Unrestricted reserves increased by £0.1m, which is indicative of the steady progress that the Charity has made in recent years to improve its financial position after a challenging period. A new reserves policy has been adopted to better reflect the financial risks that the Charity faces.

Income	2019 £'000	2018 £'000	Change £'000
Charitable activities:			
Health, conservation and community	7,749	7,862	(113)
Training and employment	324	416	(92)
Other trading activities	164	143	21
Donations and legacies	148	173	(25)
Investments	87	105	(18)
Other	38	80	(42)
<b>Total income</b>	<b>8,510</b>	<b>8,779</b>	<b>(269)</b>

Income for the year remained fairly consistent at £8.5m.

Our income from core health, conservation and community programmes remained steady. The reduction in training and employment income, primarily arose from the cessation of the National Citizen Service (NCS) contract in the South West. We have concentrated more of our energies on our core charitable activities.

Investment income reduced as a result of the closure of the Charity's trading subsidiary, TCV Employment & Training Services Ltd (E&TS) in March 2018.

## STATEMENT OF FINANCIAL ACTIVITIES

	2019 £'000	2018 £'000	Change £'000
Income	8,510	8,779	(269)
Expenditure:			
Activities undertaken directly			
Health, conservation and community	(6,704)	(6,302)	(328)
Training and employment	(129)	(538)	409
Support costs	(1,138)	(1,169)	(65)
Fundraising costs	(143)	(164)	21
Grants awarded	(58)	(153)	95
Net unrestricted income/ (expenditure)	132	(33)	165
Net restricted income	184	486	(302)
<b>Total net income</b>	<b>316</b>	<b>453</b>	<b>(137)</b>

Support costs have remained constant through strong cost control, which enabled the Charity to make a 1% salary award to all employees with more than 6 months service at 1 April 2018 and address several pay anomalies. This is the first time in many years that this has been possible as we have transitioned to more efficient, networked and sustainable systems and processes.

*The year "2019" in the text and table headers below refers to the 12 month accounting period ended 31 March 2019 and "2018" refers to the 12 month accounting period ending 31 March 2018.*

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 £0.2m due to upfront cash receipts for new programmes for which delivery will continue into 2019.

## BALANCE SHEET

	2019 £'000	2018 £'000
Tangible fixed assets	1,449	1,525
Debtors	1,636	1,854
Cash and cash equivalents	2,624	1,462
Creditors	(1,775)	(1,297)
Net current assets	2,485	2,019
Provisions for liabilities	(129)	(55)
<b>Net assets</b>	<b>3,805</b>	<b>3,489</b>

The net asset value has increased by £0.3m with net assets at 31 March 2019 of £3.8m.

The Charity had a net cash inflow of £1.2m for the year (2018: net cash outflow of £0.04m), which recognises a more robust approach to working capital management and funding paid in advance. These new monies underly the increase in creditors (deferred income).

The dilapidations provision has increased following a reassessment of the Charity's leasehold property portfolio, with exposure remaining dispersed across a significant number of properties.

## PLANS FOR FUTURE PERIODS

This year was the first since launching 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 TCV's first ever 'Charity of the Year' partnership, a three-year agreement with Wates Group as part of their employee fundraising initiatives.

Funding from Postcode Green Trust, thanks to the players of People's Postcode Lottery, was fundamental in enabling us to make several strategic investments including the learning and development of our staff and raising the profile of our work. We were delighted to have confirmed their second year of support as we value the flexible and long-term approach that this key TCV partner is taking to support our important work.

Whilst public sector funding 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 2020 and based on 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 further cash distributions from our subsidiary, E&TS, which has been in Members Voluntary Liquidation since September 2018. 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 based on both likelihood and impact. Major risks are considered when setting operational and strategic objectives and when approving 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 Leadership Team has risk as a standing agenda item and The Audit and Risk Committee (ARC) 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 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 Charity 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. Monthly meetings are held with budget holders to review financial performance and monitor income pipelines.

### **OPERATIONS AND PEOPLE: including operational performance and people management**

The Charity acknowledges the nature its practical operation delivery gives rise to a number of inherent risks. These risks are managed, mitigated and reviewed regularly, implementing improvements in decision making and operational systems whilst monitoring employee engagement and retention levels.

Funding from People's Postcode Lottery has enabled the Charity to invest in improved training materials for volunteers as well as developing a new performance and development management framework.

### **REPUTATIONAL: including regulatory compliance, IT security and quality of volunteer and partner experiences**

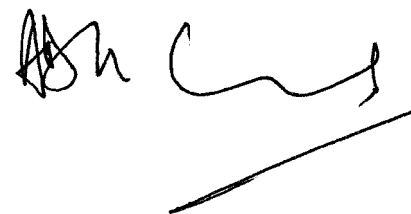
The Board recognises that risks arise from potential reputational damage from regulatory and data breaches, the essential use of information technology and the experiences of volunteers and partner organisations. Steps are taken to ensure that regulatory breaches do not happen, IT security breaches are prevented, volunteer experience and retention are monitored, and stakeholder relationships are managed. We continue to review training, procedures and potential incidents relating to health & safety and safeguarding, with a focus on organisational culture as well as procedural compliance.

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 considered 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  
23 September 2019



# Trustees and advisors

## PATRON

HRH The Duke of Edinburgh KG, KT

## PRESIDENT

Sir Jonathon Porritt CBE

## VICE PRESIDENTS

Sir David Attenborough OM, CH, CBE, FRS

Professor David Bellamy OBE

Dr William Bird MBE

Robert E Boote CVO  
(resigned 3 December 2018)

Andrew C H Brown

Professor Michael Dower CBE

The Marchioness of Dufferin and Ava

Dr Rupert Evenett

Roger de Freitas

The Baroness Miller of Chilthorne  
Domer

Robert C Morley

Bill Oddie OBE

## 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

Professor Anthony Crook CBE  
(Chair of the Board of Trustees)

Anthony Burton CBE

Michael Kellet  
(resigned 3 April 2019)

John Mallalieu

Roger Perkin

Simon Rennie MBE

Julie Royce

Richard Stiff

Jane Stevenson  
(resigned 3 December 2018)

## NOMINATIONS AND GOVERNANCE COMMITTEE

Simon Rennie MBE (Chair)

Maria Adebowale  
(resigned 1 March 2019)

Paulette Cohen  
(resigned November 2018)

David Coleman

Professor Anthony Crook CBE

Dr Rupert Evenett  
(resigned 3 December 2018)

Richard Stiff

## AUDIT AND RISK COMMITTEE

Roger Perkin (Chair)

Michael Kellett  
(resigned 3 April 2019)

Julie Royce

Tilden Watson CFPA, IIA, MBCOI,  
Zurich Risk Engineering UK

## CHIEF EXECUTIVE OFFICER

Darren York

## COMPANY SECRETARY

Martin L Cooper

## PRINCIPAL BANKER

NatWest Plc  
12 High Street, Doncaster, DN1 1EJ

## STATUTORY AUDITOR

RSM UK Audit LLP  
5th Floor, Central Square, 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 (Tony) Crook is former Senior Pro-Vice Chancellor of The University of Sheffield and Emeritus Professor of Town & Regional Planning. He is currently a member of the Royal Town Planning Institute Trustee Board, the Architects Registration Board, the council of the Academy of Social Sciences and a member of the Kensington & Chelsea TMO residuary company

Tony has held many former non-executive and trustee roles in housing regeneration and education organisations including former Deputy Chair of the Orbit Housing Group, past Chair of the Shelter Trustee Board, a former trustee of the Coalfields Regeneration Trust, 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 National Lottery Community Fund and chairs CPRE London and Wandle Valley Forum. He is a trustee of mySociety and a Director of London's environmental record centre, Greenspace Information for Greater London. Tony is Secretary of his local civic society in south London and convenes his local green spaces forum. Tony founded Civic Voice and has over 25 years' experience on the Executive Boards of charities including National Trust and CPRE. Tony also works on a wide range of community and environmental projects, including neighbourhood planning

## 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 chaired 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 the recently retired 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.

## 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 Chairman of a local authority owned CIC and of the board of governors at 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.

TCV volunteers, and the groups who make up the TCV Community Network, 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)



TCV  
Sedum House, Mallard Way  
Doncaster DN4 8DB  
Telephone: 01302 388883  
Email: [information@tcv.org.uk](mailto:information@tcv.org.uk)  
[www.tcv.org.uk](http://www.tcv.org.uk)



Registered with

