

TCV Strategic Report

with Supplementary Information

2019-20



Connecting people and green spaces

Contents

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

2019-20 highlights 4

Who we are 7

Strategic report 12

Trustees and advisors17

Our Trustees.....18



I reported last year on the successful completion of our governance review and that our refreshed strategy and business plan were both in place. Also, I reported that we were embarking on a process to recruit three new trustees to fill vacancies that had arisen and recruit people with the skills and experience we need in the next few years.

During the year Roger Perkin decided to step down from his role as Chair of our Audit and Risk Committee and as a trustee owing to personal and family commitments which demanded more of his time. Roger had played a key role in the affairs of TCV and we thank him for his sterling contribution and wish him well.

As a result of Roger’s retirement, we recruited four new outstanding trustees, each of whom bring a wealth of skills and experience to the board table. Neal Ransome is a Chartered Accountant who had senior partner roles in PwC, had recently been a Trustee at the RSPB and who chairs the audit committees of two public companies, has taken on the role of Chair of our Audit and Risk Committee. Rosslyn Stuart brings a background in planning and land management following senior executive roles in local government, English Heritage and the Royal Town Planning Institute. Andrew Walker QC is a barrister specialising in property law and was recently Chair of the Bar Council. Vanessa Quigg is a media and communications specialist currently working for the Scottish Government.

Inevitably the main challenge facing the board in the latter part of 2019-20 has been the impact of coronavirus. We have had to make some major decisions to ensure that TCV survives the pandemic which the Chief Executive describes in his introduction to this report. From the trustee perspective, the key objective is to ensure that the charity emerges as financially resilient as possible. Not the least because we firmly believe that our role to bring people, communities and green spaces together is now even more important, giving everyone the opportunity to take part in the conservation of our natural environment. Through doing so, volunteers enhance their skills and their physical and mental health. We believe TCV’s work is even more important to the life of our country as we emerge from this terrible pandemic and the trustees have been taking decisions and supporting the Chief Executive to ensure we are in a strong position to play this vital role.

I pay tribute to the commitment of all my trustee colleagues for bringing their gifts of experience, skills and wisdom – as well as time – to our discussions and decisions. I also pay tribute to our Chief Executive, Darren York, who has been unstinting in the leadership he has given to the staff team during this exceptionally challenging time.

A handwritten signature in blue ink, appearing to read 'Tony Crook', with a long horizontal line underneath.

Professor Tony Crook, CBE
Chair



Welcome to The Conservation Volunteers' Annual Report for 2019-20, the second year of our strategy, *Connecting People and Green Spaces*, during which we worked with over 100,000 people and 12,500 registered volunteers to improve more than 1,400 green spaces.

For all the challenges that undoubtedly lie ahead, I'm pleased and proud that we have laid solid foundations for the future with another positive financial performance, as you will see later in this report. Elsewhere, the report is packed with examples of our work on the ground and here are a few further highlights from me relating to each of our three strategic goals.

Inspire more people to make a difference: The TCV Community Network provides independent community groups with access to resources via a dedicated website, funding information via Grantfinder, The Chestnut Fund, practical support and guidance, and discounted insurance, trees and tools. Membership grew to 1,250 groups by 31st March 2020, supporting more than 25,000 volunteers to create and care for UK green spaces. In September 2019, it was an honour to spend a day with Network members Friends of Winsford Gardens, at the Penge Green Gym, where local residents gather each week to look after the Gardens in their own time, much to the appreciation of the local community (and passers-by on the day were not slow to stop and say 'thank you!').

Secure more support for our work: October brought our TCV 60th Anniversary Hero Awards – a little more on which you can find later in this report. As well as recognising the achievements of volunteers, communities and employees, the event showcases our work to partners and supporters past, present and future. The highlight for me was meeting so many of our Heroes. No one who watched the films featuring Stacey Allan and Lisa Bedford could fail to be moved by their transformational stories which epitomised what our volunteers are capable of. It was a pleasure too, to catch up with our Knockbracken Community Allotment volunteers, the brilliant Scotland Counts project team, and volunteer Colin Goldsack, into his 14th year as a health walks leader.

Use our resources to deliver the greatest impact: The better we understand the impact of our work, for people and green spaces, the more able we are to increase this impact and deliver ever greater benefits. We introduced some new ways of working in support of this in 2019-20, refining our theory of change and putting processes in place to increase consistency with recording the outputs and outcomes of our work. Our volunteer survey results were excellent, with 95% of TCV volunteers rating their experience as good and 98% saying they would recommend TCV to others.

Coronavirus struck towards the end of the year of course and my thoughts are with all of those who have suffered during this terrible outbreak. I'm immensely grateful to our incredible employees who, whether by agreeing to go on temporary furlough, continuing to deliver essential green space activities in challenging circumstances, or turning their support to local food deliveries and supporting the most isolated, continue – as I write this in early September 2020 – to do everything they can to ensure that The Conservation Volunteers is able to continue its important work of connecting people and green spaces for many more years to come.

As ever, I'm grateful, too, to the long list (certainly too long to include here) of organisations and individuals who make our work possible: the many, many hard-working volunteers at the heart of everything we do; the national and local governments, lotteries, private organisations, donors, charities, trusts and landowners who contribute funds and resource; and our Board of Trustees, Board sub-committee members, President and Vice Presidents.

Thank you for your support. Stay safe.

Darren York, Chief Executive

APRIL

TCV Community Network Reaches 1,000 Members

With valuable support from players of People's Postcode Lottery, we were able to offer free membership to the TCV Community Network during our anniversary year. This helped the network grow to over 1,000 community groups that help improve green spaces to benefit local communities and their environment.

Over 1,000 groups now have access to TCV resources, health and safety guidance, safeguarding support, reduced insurance rates, and volunteer recruitment and retention advice.



JULY

£280k funding boost for TCV Hollybush refurbishment

TCV's popular community centre and nature garden in the heart of Leeds, Hollybush, started a fantastic year-long project with support from Veolia Environmental Trust, Wates Group, National Grid and Leeds Civic Trust. The innovative and large-scale development project will improve accessibility, especially for our disabled and older volunteers. Plus, the gardens, paths, ponds, hedgerow, and canal side surroundings will be restored and enhanced, improving the biodiversity of the site too.



MAY

Scotland's Citizen Scientists help hedgehogs

TCV's Citizen Science project put volunteers in the shoes of the scientist to gather data and experience hands-on learning. *HogWatch Scotland*, funded by The British Hedgehog Preservation Society until 2021, involves local people across Glasgow and the West of Scotland in conducting torchlight surveys to monitor hedgehog populations. Volunteers were able to attend a variety of events and training courses and were invited to make hedgehog-friendly changes in their own gardens.

AUGUST

Summer fun for families at the Greenwich Peninsula Ecology Park

The summer saw a programme of hands-on environmental activities for families and children, called *This City is Wild!* We work in partnership with The Land Trust to manage various sites across the UK and engage communities in these green spaces. At Greenwich Peninsula Ecology Park, we designed the programme to provide space for children to engage with nature and spend time outdoors, plus held activities such as making bug homes and using natural items to print clay tiles.



JUNE

Big winners at The Land Trust Awards

We were ecstatic to win five awards at The Land Trust Awards, which recognise the fantastic work that goes on across The Land Trust's 70 sites. As a partner in managing sites, we were very proud of our achievement and the hard work put in by the staff and volunteers to create such successful projects and sites. The wins included Community Space of the Year at Countess of Chester Country Park, Project(s) of the Year - *Fallen for the Fallen* at Chester and *Brook Restoration* at Dinnington, and Volunteer of the Year and Ranger of the Year in our South Yorkshire team.

SEPTEMBER

TCV Big Green Weekend

Our Big Green Weekend showcases the scale and breadth of the work we deliver week in, week out across the UK. Thanks to the continued and generous support from players of People's Postcode Lottery, we held flagship events in Glasgow, Leeds, Doncaster, London and Brighton to celebrate our 60th anniversary. Local people joined us for a fun day of activities to celebrate the work our volunteers put in to protect and enhance their communities' green spaces.



OCTOBER

Wates Diamond Challengers raise nearly £90,000

Through the *Wates Diamond Challenge*, our COTY partner Wates Group raised a massive £88,740 for the work of TCV with a six-week series of staff challenges, such as canoeing, long-distance trekking, cycling, and camping. The construction group's support is incredibly valuable to the work of TCV and as well as fundraising, staff have volunteered their time on TCV projects to benefit their local environment and community.



NOVEMBER

TCV 60th Anniversary Hero Awards

The TCV Hero Awards are a special event held every year to celebrate our volunteers, and this year was a marked occasion as we celebrated our 60th Anniversary. The awards were held at City Hall, London, attended by team members, volunteers, trustees, partners and funders, as well as TCV President Sir Jonathan Porritt and Deputy Mayor of London Shirley Rodriguez. We shared stories of the positive impact of volunteering on our volunteers and the many ways in which they, in turn, have inspired others to look after their local green space.



DECEMBER

A 'tremendous' week

National Tree Week finished in December and we celebrated the start of tree planting season with a bang. Joined by the Deputy Mayor of London, we held our 60th anniversary tree planting event in Camden and were joined by our *I Dig Trees* partners OVO Energy. 3,500 trees were planted by over 100 TCV volunteers and local people who braved the cold and damp conditions to join in.

Many other events took place across the UK, including Latymer Upper School in London where pupils planted more than 6,000 trees and hedgerow trees in one day.



JANUARY

Saying goodbye to our anniversary year

2019 was a special year for TCV as we commemorated our 60th anniversary, celebrating our history and documenting memories through our dedicated website mystory.tcv.org.uk. We also looked to the future and progressed current plans created through more recent achievements, such as using TCV's Green Gym as a model to help lead the UK's social prescribing movement with support from The National Lottery Community Fund.

It also became increasingly clear that the work our community of volunteers has tirelessly carried out for six decades is now more important than ever as the fight against the climate emergency reached new heights with the public.

With corporate partners tackling new fundraising challenges, celebrations across the UK in honour of our 60th milestone and hearing from volunteers past and present about their time with TCV, it truly was a year to remember.



FEBRUARY

The forgotten heritage of market gardening

February saw the last full month of practical activities at the *Growing Trafford's Roots* project before the evaluation and celebrations took place in March. The year-long project was funded through the National Lottery Heritage Fund and facilitated young people with disabilities to engage with the forgotten heritage of market gardening in Trafford, Greater Manchester. Activities included planting seeds and flowers, clearing vegetation from orchards and food workshops. The project engaged with over 90 people with disabilities, developing practical and personal skills whilst supporting young people's wellbeing.



MARCH

One million trees planted

We celebrated a huge milestone as *I Dig Trees*, our tree-planting partnership programme with OVO Energy, reached its one millionth tree being planted or distributed since the programme began in 2015. *I Dig Trees* encourages thousands of volunteer and community groups to make a difference by planting native trees in local green spaces across the UK.

This partnership was made even more special this year as *I Dig Trees* won the Charity Times Corporate Social Responsibility Project of the Year Award in October.





Who we are

We are The Conservation Volunteers. 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.

Projects continue in Adur & Worthing in The National Lottery's 25th year



2019 marked the 25th anniversary of the first draw of The National Lottery and over this time, TCV has received an incredible £5million in funding thanks to players. Communities from the Solent Way to Leeds city centre have benefitted and it's in

Adur & Worthing where The National Lottery's Community Fund enabled us to create the successful project, *Growing Communities*.

The project is a partnership with Adur & Worthing Councils and aims

to radically transform the health and happiness of individuals living in the local area. Activities are decided by the public to enable them to get the most out of their local green spaces and ensure that they are being used in a way that fits the needs of the community.

Since its inception, *Growing Communities* has provided the community with activities such as Green Gyms, gardening groups, community walks, a community orchard and holiday fun clubs, which have helped participants to learn practical skills from project planning and marketing, to conservation skills including woodland maintenance and seasonal planting.

“Growing Communities is a community-led project that improves the health and wellbeing of local people using green spaces as a canvas.”

**JOHN HAIGH,
TCV OPERATIONS LEADER**

Creating communities with refugee families



NatureScot is Scotland's nature agency that works to improve the natural environment in Scotland and inspire everyone to care more about it. NatureScot provides funding that supports TCV's work in Scotland. Their funding has helped us develop our work with Syrian refugees that culminated in a successful Heritage Lottery

Grant for *Building Roots*.

This programme brings together Syrian refugee families to learn about wildlife and heritage close to where they live. We promote learning in Scotland's natural environment, providing a safe and welcoming space that brings together Arabic and Scottish

culture, offering opportunities to improve language, tackle social isolation, and support positive mental and physical health and wellbeing. We have had 165 families get involved across six cities in activities such as a bi-weekly group in Livingston for refugee women to come together for nature walks, crafts and to socialise. We also ran a project for Syrian unemployed men in a weekly wood workshop, providing an opportunity to develop new skills, be creative, and improve job prospects.

“I feel it makes a big difference because the women would stay at home every day if it wasn't for the project.”

BUILDING ROOTS PARTICIPANT

The NatWest Team Challenge supports more projects than ever



Over 5,000 NatWest Team Challenge volunteers supported TCV projects during 2019, the 13th year of our partnership. NatWest's purpose is to champion potential, helping people, families, and businesses to thrive, and the Team Challenge is a valuable part of this.

From Dunfermline to Portsmouth, the Team Challenge supported projects at green spaces such as local hospitals, primary schools, community woodlands, and allotments, making a huge difference in local communities.

"Volunteering with TCV not only has a positive impact on the wellbeing of our employees and their teams, but it allows them to make a significant, positive difference to our natural environment and in our local communities."

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

Mental health improvements in Northern Ireland

Public Health Agency Northern Ireland has supported TCV for many years and our programmes help to realise their vision that all people and communities are enabled and supported in achieving their full health and wellbeing potential, and inequalities in health are reduced.

In Lisburn, TCV works with Lisburn YMCA and the user-led group, *Women In Mind*, to improve their health and wellbeing. The group is formed of women who suffer with fibromyalgia and are currently or have had past experiences of poor mental health, including depression and anxiety. The group meets at an allotment and sessions have a focus on improving mental health through horticultural activities, such as growing food and maintaining the allotment, and practical workshops, as well as enjoying the relaxing space. The women have become so much more confident in their abilities, plus growing their own food has given them a sense of achievement.

"Going to the allotment has been the only reason why I get out of bed some days. It's like living a piece of art. Each day you do not know what view you are going to get. You get lost sowing, watering and maintaining. Time flies, you are doing something productive and your confidence rises knowing you've improved something, you feel you have a purpose."

WOMEN IN MIND VOLUNTEER



Community-led scheme success through Local People programme



The People's Health Trust programme, *Local People*, uses resident-focused approaches to make a difference to communities and residents' lives, supporting them to develop a shared vision for their community and take action on the issues that matter most to local people. TCV delivers the *Local People* programme in five areas of England and Scotland.

In Leicester, the programme has helped residents to form action groups that identify challenges in their community and develop ideas to help address them. The groups have focused on improving social connectedness, addressing loneliness and elderly isolation, and developing opportunities and activities for families and children. TCV also launched an incredibly popular, family-friendly Green Gym in the grounds of a local primary school to create a community garden.

"In just a few weeks, I've seen such a change in people with serious physical or mental health issues. The Green Gym motivates them and we have such a laugh. We are a family here now, and I am so proud of what we have achieved."

JULIE RICHARDS, TCV SENIOR PROJECT OFFICER

Learning and skills boost with ESF

Each year the European Social Fund (ESF) helps millions of Europeans improve their lives by learning new skills and finding better jobs and with TCV, individuals and groups across Northern Ireland are benefitting.

Through our ESF and Department for the Economy-funded programme, *Training for Employment*, participants who are unemployed or working fewer than 16 hours per week can gain skills and qualifications through free training and employability workshops. One place TCV works is Brooke Park, Derry/Londonderry, and past participants have gained qualifications such as Level 1 horticulture and secured employment, for example with the local council in the Ground Maintenance Team.

"For people starting new careers or securing employment during these challenging times, the Training for Employment programme provides participants an opportunity to socialise with others, and improve their confidence and overall wellbeing."

REBEKAH STEVENSON, TCV SENIOR PROJECT OFFICER





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 over 1,000 independent local groups with each other and provide access to a package of support including health and safety advice, 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, 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. 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 the 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 identification 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 £253k (2019: £316k), £83k of which related to restricted reserves that will be drawn down during the next financial year. This surplus continues the steady progress that the Charity has made in recent years to improve its financial position.

The charity closed the year with reserves of £4,058k (2019: £3,805), including unrestricted reserves of £1,706k (2019: £1,536k) which represented 14 weeks of operational expenditure, which is at the upper end of the range for reserves under our reserves policy.

Income

	2020 £'000	2019 £'000	Change £'000
Charitable activities	8,402	8,073	329
Other trading activities	134	164	(30)
Donations and legacies	178	148	30
Investments	3	87	(84)
Other	42	38	4
Total income	8,759	8,510	249

Income increased by £249k to £8,759k for the year.

Our income from core health, conservation and community programmes increased by 4%, including significantly increased funding from OVO Energy in connection with the award winning *I Dig Trees* initiative, and from Postcode Green Trust that enabled additional investment in TCV Green Gyms during the year.

The increase in donations and legacies arose from an increase in donations arising from the second year of our Charity of the Year partnership with Wates Group through the highly successful Wates Diamond Challenge.

Investment income in 2018/19 included a £85k disbursement from the members' voluntary liquidation in March 2018 of the Charity's former trading subsidiary, TCV Employment & Training Services Ltd (E&TS). Residual investment income in 2020 related to the return on investment from our cash at bank holdings.

STATEMENT OF FINANCIAL ACTIVITIES

	2020 £'000	2019 £'000	Change £'000
Income	8,759	8,510	249
Expenditure:			
Charitable expenditure:			
Health, conservation and community	(7,067)	(6,704)	(363)
Training and employment	(116)	(129)	13
Support costs	(1,194)	(1,160)	(34)
Fundraising costs	(86)	(143)	57
Grants awarded	(43)	(58)	15
Total expenditure	(8,506)	(8,194)	(312)
Net unrestricted income	170	132	37
Net restricted income	83	184	(100)
Total net income	253	316	(63)

The increase in charitable expenditure arose primarily due to an increase in the number of trees purchased for the OVO Energy *I Dig Trees* initiative, and investment in six Green Gyms courtesy of additional funding from the Postcode Green Trust.

Core support costs have increased by 3% after an increase in support team pay, arising from an overall pay uplift in the year.

BALANCE SHEET

	2020 £'000	2019 £'000
Tangible fixed assets	1,478	1,449
Debtors	1,885	1,636
Cash and cash equivalents	2,720	2,624
Creditors	(1,486)	(1,775)
Net current assets	3,119	2,485
Provisions for liabilities	(539)	(129)
Net assets	4,058	3,805
Funds and reserves		
Restricted income funds	2,352	2,269
Unrestricted funds	1,706	1,536
Total funds	4,058	3,805

The net asset value has increased by £253k (2019: £316k) with net assets of £4,058k at 31 March 2020 (2019: £3,805k).

Provision was made in the year in relation to a legal claim made against the Charity. This claim arose after a safeguarding incident in 2014 involving two volunteers for which the Charity held vicarious liability. The conditions for recognition of this amount crystallised during 2019-20 after agreement of a settlement value for the claim. The claim and associated costs are fully insured, and the related insurance recovery is included in other debtors (note 13 to the financial statements).

The incident was reported to the Charity Commission under their significant incident reporting requirements, and in order to ensure that all lessons were learned from this incident, the Charity appointed an independent external advisor to review the Charity's safeguarding procedures; recruited an interim Head of Safeguarding to complete a whole systems review; subsequently recruited a Safeguarding and Volunteering Manager with specialist expertise for the co-ordination, oversight and continuous improvement of our approach to safeguarding, in accordance with contemporary best practice.

The Charity Commission reviewed the approach taken by the Charity in response to the case, noted that the Trustees had taken steps to improve safeguarding and had given a commitment to make further improvements, and concluded that no further action was required.

The Charity had a net cash inflow of £96k for the year (2019: £1,499k), and an overall improvement in net current assets, which was achieved as a result of improved credit control procedures.

PLANS FOR FUTURE PERIODS

2019/20 was the second year of our strategy: Connecting People and Green Spaces 2018-21, and saw the Charity further improve its financial position, with achievement against each of our three strategic goals, and related action plans, for 2019/20:

Goal 1 - Inspire more people to make a difference:

- Make the TCV volunteer experience the best it can be
- Grow the TCV Community Network
- Develop more volunteer leaders

Goal 2 - Secure more support for our work:

- Capture and share our stories
- Refresh our resources
- Expand our external network

Goal 3 - Use our resources to deliver the greatest impact:

- Connect our people and champion best practice
- Evidence our impact
- Continuously improve our processes
- Develop and invest in our people

Coronavirus

Towards the end of the year the global pandemic was escalating, and the National Lockdown led to a complete pause in TCV volunteer activities for the first time in our 60-year history. To ensure the safety of all our stakeholders in the green spaces that we maintain, we only carried out essential work during this period. Our employees also worked to support local areas in their response to the pandemic, including the collection and distribution of food.

All aspects of our operations were affected by coronavirus, and in late March the Trustees determined three key strategic objectives for the Charity during the pandemic:

1. to protect the safety of staff, volunteers and other stakeholders
2. to ensure the survival of the Charity; and
3. to ensure that the Charity emerges from the crisis in the best condition possible

Through previous investment in technology, our teams were readily able to maintain core functions by working remotely, and our teams worked tirelessly through the different phases of the pandemic to achieve these objectives.

Prior to the impact of the pandemic we were delighted by the continuation of key partnerships and programmes with organisations in the private, public and voluntary sectors in the year.

Funding for a third year from the Postcode Green Trust, thanks to players of People's Postcode Lottery, was key to enabling us to make several strategic investments across four key work streams:

1. Promoting the health benefits of green spaces
2. Developing and supporting our people and volunteers
3. Raising the profile of our work
4. Developing partnerships and generating income

These investments included the creation of six new Green Gyms, further investment in the learning and development of our employees and volunteers, enabling our 60th Anniversary Hero Awards and Big Green Weekend activities, and raising of over £1m from partnerships that connected more people and green spaces. Postcode Green Trust have continued to provide a flexible approach to their partnership with TCV and have been incredibly supportive and flexible in the use of their funding by TCV during the pandemic.

Other highlights in the year include a hugely successful fundraising campaign as part of the second year of our charity of the year partnership with Wates Group, welcoming 5,000 employee volunteers from NatWest to contribute to our work in green spaces, and planting our millionth tree through our award-winning partnership with OVO Energy.

Whilst public sector funding remains uncertain, the Charity benefits from a broad pipeline of funding opportunities and strong partnerships with local and national organisations, and is actively exploring Government funding opportunities arising from the pandemic.

The Charity is hopeful that unrestricted funds will be broadly maintained over the coming year, whilst restricted funds are expected to decrease, based on expected timings of receipts and related activities on existing long-term grants.

During the phased lifting of lockdown the Charity has gradually re-commenced its operational activities with an emphasis placed on the safety of our employees and volunteers in accordance with our Coronavirus Secure workplace health and safety guidance, and observance of the emergent guidance from Westminster and the Northern Ireland and Scotland Administrations.

The support TCV has received through the Coronavirus Job Retention Scheme, other Coronavirus specific funding, and deferment of our VAT liability for the quarter ended March 2020, has helped the Charity to

maintain a stable financial position, whilst its response to the pandemic and revised short and medium term plans have been formulated. This will also provide the Charity with a strong position to be able to withstand the potential challenges associated with a second wave of the pandemic.

The Trustees have reviewed forecasts to 31 March 2022 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 having regard to risks and sensitivities to anticipated financial performance, 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.

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. 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.

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.

Coronavirus

The coronavirus pandemic required a change in the approach to risk management towards the end of the year to ensure the real time capture and mitigation of the related risks and opportunities. In response to the rapidly changing external environment, a separate risk and opportunities register was created to run in parallel with core risk registers. The Leadership Team

met daily at the peak of the pandemic to maintain a contemporaneous view of the risks and opportunities arising, and to interpret the emergent guidance from Westminster, and the devolved Northern Ireland and Scotland Administrations.

The Board of Trustees worked closely with the Leadership Team during this period to provide strategic guidance, effective oversight and to make timely decisions during the first wave of the pandemic. A rapid strategic review was conducted in response to the pandemic to enable the Leadership Team and Trustees to focus on strategic risks and priorities during this turbulent period. The review re-confirmed the core of our strategy and the positive outcomes to be secured for those facing increased isolation or with worsening mental health due to the pandemic by bringing them together with green spaces.

Key areas of risk arising in the year were as follows:

Financial risk: including achievement of our financial plan, and being a resilient organisation

The 2019-20 strategic risk register tracked financial risk in relation to income, net contribution to reserves and the cash position. The Lockdown and pause in volunteer and employee activities brought about a major risk to our financial sustainability, impacting on all of these elements.

Enhanced financial controls were implemented to control expenditure and tightly manage our cash position. The Government Coronavirus Job Retention Scheme and successful bids for pandemic-related funding enabled the Charity to replace lost income, improve cashflow and preserve the strong financial standing that the Charity had developed over recent years. This represents a solid foundation upon which the Charity can build back to the level of activity of previous years and provides resilience to further negative effects of the pandemic.

Core financial controls over income renewal and replacement of grants and contracts increased in importance towards the end of the year, and beyond. Engagement with budget holders was also increased to review financial performance and monitor income pipelines.

Operations and people: be a great place to work

The risk objective for operations and people in 2019-20 was to ensure that the Charity was a great place to work, with people and volunteer measures used to track progress, including survey results, employee turnover and organisational competence.

The pace of change in the Charity's operations increased markedly during the pandemic and this required a change in operational delivery led by the Leadership Team, with oversight by Trustees. The frequency of Leadership Team meetings increased to daily for a period during the pandemic, and the Board also met more frequently to make key strategic decisions, including changes in our cash holdings and in relation to the Coronavirus Job Retention Scheme.

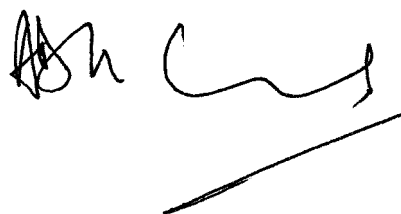
Engagement with employees was also increased in a variety of ways including: specific engagement around the Coronavirus Job Retention Scheme, employee surveys, all employee calls, and people cafes for informal employee engagement.

Reputation risk: including health and safety, safeguarding, information security and volunteer experiences

A significant investment was made in the latter part of the year to manage the increase in health and safety risk arising from the pandemic to ensure the continued safety and wellbeing of our volunteers, employees and other stakeholders. This was achieved by building upon our strong, pre-existent approach to health and safety and the development of comprehensive Covid Secure guidance for all our activities.

The fundamentals of our approach to preventing regulatory breaches remained important during the year with increased focus applied to understanding the experience of our volunteers in working with the Charity, and continued scrutiny over IT security. Continuous improvement of the Charity's approach to safeguarding led to the development of an improvement plan, which was starting to be implemented before Lockdown and will be resumed in 2020-21. 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.

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 of Trustees
14 December 2020



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
Dr William Bird MBE

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
(resigned 23 March 2020)
Neal Ransome
(appointed 23 March 2020)
Simon Rennie MBE
Julie Royce
Richard Stiff
Vanessa Quigg (appointed 10
September 2019)
Rosslyn Stuart (appointed 10
September 2019)
Andrew Walker QC
(appointed 10 September 2019)

GOVERNANCE AND REMUNERATION COMMITTEE

Simon Rennie MBE (Chair)
David Coleman
Professor Anthony Crook CBE
Sue Hilder (from 23 September 2019)
John Mallalieu
(from 23 September 2019)
Richard Stiff
Andrew Walker QC
(from 23 September 2019)

AUDIT AND RISK COMMITTEE

Roger Perkin
(Chair - resigned 23 March 2020)
Neal Ransome
(Chair - appointed 23 March 2020)
Anthony Burton
(from 23 September 2019)
Michael Kellett
(resigned 3 April 2019)
Vanessa Quigg
(from 23 September 2019)
Julie Royce
Rosslyn Stuart
(from 23 September 2019)
Tilden Watson - Head of Education
Market - Zurich UK

CHIEF EXECUTIVE OFFICER

Darren York

COMPANY SECRETARY

Martin L Cooper
(resigned 14 February 2020)
Justin Parfitt
(appointed 15 June 2020)

LEADERSHIP TEAM

Darren York - *Chief Executive Officer*
Debbie Adams
*Operations Director - Scotland and
Northern Ireland*
Alan Marchant
Operations Director - England South
Fiona Richards
Operations Director - England North
Craig Lister
Managing Director Green Gym
(resigned 30 September 2020)
Martin Cooper
Finance Director (resigned 14
February 2020)
Douglas Palarm
*Head of Partnerships, Fundraising
and Marketing*
Justin Parfitt
Finance Director
(appointed 1 June 2020)
Mark Slater
Head of IT
Anna Steed
Head of People Services

PRINCIPAL BANKER

NatWest Plc
12 High Street, Doncaster, DN1 1ED

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 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 Leeds United Foundation, which aims to use the power of sport to educate, motivate, inspire and support people throughout the local Leeds 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.

NEAL RANSOME

Neal qualified as a chartered accountant and corporate financier with PwC and as a partner led their Pharmaceutical & Healthcare Corporate Finance business. He was also Chief Operating Officer of PwC's Advisory Services division, and a member of the firm's Corporate Sustainability Governance Board. He left PwC in 2013 and is now a non-executive chairman and director of three investment trusts focused on healthcare and early stage companies.

With a keen interest in environmental conservation, Neal has recently completed a fixed five-year term as a Trustee and Council Member of the RSPB. Neal has worked as a volunteer for the RSPB, the London Wildlife Trust and, more recently, TCV. He lives in London, is a fellow of the RSA, and has recently completed a course in social anthropology.

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. 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 Childrens' 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.

VANESSA QUIGG

Vanessa has worked in marketing and communications roles in publishing, the arts, and government, including positions at London's Southbank Centre and the Edinburgh Festival Fringe, and the UK Government's Scotland Office.

She is currently Head of the Scottish Government's Social Content Hub, leading on social media strategy and content.

Having first volunteered for environmental causes as a teenager in Northern Ireland, Vanessa was inspired to work with TCV by its mission to connect communities across the UK with their physical environment for the improvement and wellbeing of both.

ANDREW WALKER QC

Andrew is a practising barrister and arbitrator. He was appointed as Queen's Counsel in 2011. He was an elected member of the Bar Council of England and Wales for many years, eventually serving as its Vice-Chair (2017) and Chair (2018), following several years as Chair of its Ethics Committee. His areas of legal expertise include property and company law, and he continues to advise and act for a very wide range of clients across the country.

In 2009, he was awarded the Bar Pro Bono Award for some of his free professional work with the homelessness charity, Shelter. He has been involved in the governance of a number of organisations, both charitable and non-charitable, and has a lifelong interest in conservation and the environment.

ROSSLYN STUART

Rosslyn is a Chartered Town Planner whose career in statutory planning and regeneration has spanned local government, NDPBs, charitable organisations, private consultancies and an award-winning social enterprise. She has extensive experience of building effective and sustainable partnerships across professional, sectoral and operational boundaries. Rosslyn has been an Academician of the Academy of Urbanism since 2011 and was Head of Profession and Director of Development and Professional Standards at the Royal Town Planning Institute.

She currently serves as Independent Chair of a consortium of environmental organisations, as a non-executive director and volunteers with various local organisations.

The Conservation Volunteers 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, or consider leaving a legacy.

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

The Conservation Volunteers
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