Volunteer Centre Kensington & Chelsea

(A Company Limited by Guarantee)
Company No: 03725459
Charity No: 107639
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Chair’s Foreword

For more than 45 years, the Volunteer Centre Kensington and Chelsea has been the central hub for volunteering in the Royal Borough of Kensington and Chelsea, recruiting and placing volunteers and celebrating volunteering. In 2015-16 we placed over 1,000 individuals in more than 350 organisations across the borough resulting in 167,300 hours of voluntary service.

This year our dedicated staff and volunteer team have served some of the most deprived residents in the borough, many of whom access volunteering as a pathway to employment, better health or general well-being. The support that we provide to volunteers is often life changing - resulting in valuable new skills, an enriched sense of purpose and self-confidence, and helps them to create connections with their local community. Equally important is our continued work with organisations and groups to shape and create the meaningful volunteer roles that ultimately make an impact.

Nowhere is our impact more evident than in our annual Volunteer Awards ceremony. This event, which we are delighted to be holding this year at the Victoria & Albert Museum, gives us the opportunity to formally recognise and thank volunteers for their outstanding commitment. It is inspiring to hear about the extraordinary individual contributions made by the volunteers and to see people from all walks of life proudly make their way to the front to collect their awards.

Volunteering continues to be an important part of life in Kensington & Chelsea and our work is at the heart of this. Over the past year, the Board of Trustees has reaffirmed its commitment to continuing to improve existing services while using our local network, knowledge and experience of working across multiple sectors (voluntary, public and private) to develop new initiatives which respond to evolving local needs. This has led to the adoption of a more personalised approach for our core work as well as exciting growth around creating and managing local Volunteer Forces (Good Neighbours in World’s End, Community Champions in Notting Dale and K&C Ambassadors across the Borough).

Our changing business also led to the implementation of a new organisation and leadership team structure in 2016. I am very pleased to welcome Clare De Silva, who was appointed as Chief Executive Officer this September. She and Andrew Croxford, who was recently promoted to Chief Operating Officer, will be leading the organisation through its next chapter.

The environment for small charities remains challenging and we are very grateful to the organisations which provide the funding for our programmes, in particular the Royal Borough of Kensington and Chelsea which supports many of our activities. As a Board of Trustees, we are continually looking at ways to develop and increase our sources of funding in order to provide a long-term stable foundation for the Volunteer Centre.

Finally, I would like to thank the employees of the Volunteer Centre, the volunteers who work with us at the centre, and the Board of Trustees who are all volunteers themselves, all working together to inspire and create community connections which really do make a difference.

Jennifer Clarke
Chair of Board of Trustees
Operational Statement

Over the past year, the Volunteer Centre team has worked diligently to deliver a high-quality service to both individuals and organisations across a broad range of projects.

Our core business, which processes 3,000 volunteering registrations per year, continues to develop. The exciting launch of our new website along with a change in how we interact with the national volunteering database have given us the opportunity to consider new approaches to engaging with both our volunteers and the local organisations we serve. Our tailored programmes to support those with specific needs (ex-offenders, people with multiple health problems, disabled, long-term unemployed) into improved well-being and employment also continue to go from strength to strength. Last year, we helped over 400 people through these well-established, hands-on programmes.

As both the public and voluntary sector are becoming increasingly reliant on volunteers to take on aspects of their service delivery, a key growth area currently revolves around establishing, training and managing Volunteer Forces. This year and last have seen the launch of the Good Neighbours programme, our befriending service in the World’s End Estate and Community Champions, where we use local volunteers to promote healthy living in the Notting Dale ward. We also continue to run our popular K&C Ambassador programme which allows for episodic volunteering at a range of local events round the Borough and delivers a welcoming meet-and-greet service on Portobello Road at weekends.

From a financial perspective, 2015-16 has also been a successful year for the Volunteer Centre Kensington and Chelsea. The income of the charity increased to £420,764 (from £318,341 in 2014-15) while expenditure increased to £367,224 (from £344,432 in 2014-15). In line with the Board’s aims, we were therefore able to increase the charity’s unrestricted reserves to £95,565 at 31st March 2016 (from £70,849 at 31st March 2015).

The majority of our funding continues to come from the Royal Borough of Kensington and Chelsea which supports our volunteering infrastructure work and brokerage activities. Other long-standing major funding sources for the Centre also include West London Clinical Commissioning Group, Camden Charities, and Tudor Trust. We are grateful to these funders, particularly the Royal Borough and West London Clinical Commissioning Group, who have been made additional investments in different programmes over the course of the last year. We are also thankful to our new funder, City Bridge Trust for supporting an evolved Resettlement project. These additional contributions plus the continued active management of our expenses have contributed to this year’s financial stability.

The case studies you can read in this report illustrate the significant impact that volunteering can have on people’s lives and on the volunteer-involving organisations that engage with them to deliver their services. They are also the reason I enjoy what I do. All my thanks to the fantastic team of staff and volunteers for all their dedication and commitment over the last year. Together we’ve achieved an amazing amount.

Andrew Croxford
Acting Chief Executive (Jan-March 2016) and Chief Operating Officer
Legal and Administrative Information
For The Year Ended 31 March 2016

CHARITY NUMBER
1076392

COMPANY NUMBER
03725459

REGISTERED OFFICE
Canalside House
383 Ladbroke Grove
London W10 5AA

BOARD OF TRUSTEES
Anne-Helene Biosse Duplan Vice-Chair
Joseph Carim
Jennifer Clarke Chair
Pieter Cox
Gail Le Coz Company Secretary
Michael Locke
Michael Pearson Treasurer

CHIEF EXECUTIVE
Jessica Wanamaker (resigned 31 December 2015)
(Andrew Croxford was Acting Chief Executive from 31 December 2015 to 31 March 2016)

BANKERS
CAF Bank
Kings Hill
West Malling
Kent ME19 4TA

SOLICITORS
Russell-Cooke Solicitors
2 Putney Hill
London SW15 6AB

AUDITORS
Myrus Smith
Norman House,
8 Burnell Road,
Sutton SM1 4BW
The Trustees, present their annual report and the financial statements for the year ended 31 March 2016. The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the recommendations in ‘Accounting & Reporting by Charities: Statement of Recommended Practice’ (issued in 2005 and updated in 2008 & 2014).

The Volunteer Centre Kensington & Chelsea (abbreviated ‘VCKC’ and known as the ‘Volunteer Centre’) was founded in 1969 and incorporated under a memorandum of association on the 5th of July 1999. It is governed under its articles of association.
STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trustees for purposes of the Companies Act are also the Directors of the charity. During the year the Trustees have had no beneficial interests in or contracts with the VCKC.

Trustee appointment, induction and training
The Board of Trustees makes appointments to the Board, at its discretion. The Board endeavours to ensure that its membership contains people with a broad mix of skills and experiences and that the backgrounds of the members reflect a balance that is appropriate to the charity’s mission and activities. Trustees receive induction and training and this year networking opportunities have also been organised.

Organisational structure
The organisation is overseen by a voluntary Board of Trustees who is responsible for strategic planning and reviewing policy and are accountable for the Volunteer Centre’s resources. The Board has three committees: ‘Finance’, ‘Policy, Procedure and Personnel’ and ‘Fundraising’. Each committee has specific terms of reference and can co-opt non-Trustee members possessing specific skills and experiences. The respective Chairs are appointed by the Board. Day-to-day running of the Charity is delegated to the Chief Executive and Chief Operating Officer who operate within defined terms of reference and authority, and a team of paid staff and volunteers.

Involvement of volunteers
The Volunteer Centre’s paid staff are supported by approximately 25-30 volunteers based at the office and undertaking a range of administrative, communication, advice and outreach tasks, with some volunteers concentrating on supporting one of the specialised delivery programmes. This year the Volunteer Centre has also benefited from enormously helpful pro bono support.

Related parties
VCKC does not have branches or subsidiaries.
OBJECTIVES AND ACTIVITIES

Principal Objectives

The Volunteer Centre’s main objectives, in accordance with its governing constitution, are:

- To promote the value and impact that volunteering and community involvement can have in responding to the needs of local communities.
- To encourage people to volunteer from all walks of life and backgrounds.
- To encourage volunteering and work experience in the voluntary sector as a way of facilitating employment and combating social exclusion.
- To undertake and arrange voluntary work in education, social services and similar charitable activities that benefit residents of the Royal Borough of Kensington and Chelsea and other parts of London.

Vision

Volunteering that is accessible to everyone and that enriches the lives of the volunteers and their local communities.

Mission

To connect volunteers and volunteer-involving organisations and support them in order to build experiences that are mutually rewarding.

Core Values

- **Respect**  To treat people with care and integrity.
- **Innovation**  To be creative in order to make the biggest impact.
- **Partnership**  To work with others for change and social good.
- **Empowerment**  To help people realise their potential.

Ensuring our work delivers our aims

The Volunteer Centre reviews its aims, objectives and activities each year. The review looks at the successes and potential areas for improvements in each key activity from the previous 12 months. Each activity review then considers whether its aims, objectives and outcomes are fit-for-purpose for the forthcoming period.

Delivering Public Benefit

The Trustees follow the guidance contained in the Charity Commission’s general guidance on public benefit when exercising any powers or duties to which the guidance is relevant. This is notably the case when the organisation undertakes its work and spends the resources it raises. All the charitable activities undertaken by the Volunteer Centre further the charitable purpose of providing public benefit. The charitable activities are focused on the development and support of volunteering opportunities. Over the period 2015-16, the VCKC has organised almost 200,000 hours of voluntary support for local organisations that deliver valuable services to tens of thousands of local residents throughout the Royal Borough of Kensington and Chelsea.

The impact of the Volunteer Centre goes far beyond the organisations it supports and the local residents that benefit from the services being delivered. As a route to personal growth, volunteering benefits the lives of the volunteers themselves. It helps builds life and work-related skills and experience and can, according to many studies, lead to mental and physical
benefits for those involved. [Data to use if we want: 80% of employers value volunteering on a CV and 70% believe that volunteers have better job progression prospects (Reed/TimeBank 2009). 80% of volunteers believe volunteering has had a positive effect on their health, especially mental health (CAB 2014). 78% of respondents in a 2014 Forbes survey said volunteering lowered their stress levels, 94% felt it had improved their mood whilst 96% reported an enriched sense of purpose in life.] Over the period 2015-16, VCKC has supported some of the most vulnerable members of the local community into volunteering as a means of reducing social isolation and gaining skills and confidence needed to be able to look for paid employment.

A more detailed summary of the activities and who benefits from them can be found below in the section, ‘Focus of the Volunteer Centre’s Work’, which includes an analysis of the performance and achievements for the infrastructure work and each core programme.

Focus of the Volunteer Centre’s Work

The Volunteer Centre is both an infrastructure organisation and a direct delivery organisation working with and supporting individuals directly on a one-to-one basis through its own programmes.

Set out below are summary reviews of VCKC’s service delivery areas:

- Volunteering Services
- Well-being
- Volunteer forces
- Resettlement
- Employment

During the year we also supported the Business and Community Together programme which is managed by The Kensington & Chelsea Foundation.

Volunteering Services

Supporting voluntary and community sector organisations

Throughout the year the Volunteer Centre has supported 382 local organisations by providing a variety of volunteering services, from advertising volunteering opportunities to giving tailor-made volunteer involvement consultancy services with particular emphasis on smaller organisations. The Volunteer Centre has also provided over 150 hours of free training to local VIOs on a variety of subjects, from volunteer management to dealing with mental health issues. The Volunteer Centre has worked with a variety of voluntary and community organisations from across the borough ranging from organisations with a very low turnover to branches of large national charities based in the borough. The organisations the Volunteer Centre works with deliver everything from arts and heritage services to victim support.
Supporting Voluntary Organisations Case Study

SPECTRA (formerly WLGMP) exists to improve the health and well-being of diverse and often marginalised communities by empowering individuals to make positive, informed choices about their health and overall wellbeing. SPECTRA provide supportive, knowledgeable, non-judgemental and peer-based services.

Oscar Moreno, HIV Prevention Coordinator became volunteer lead during 2015 and contacted the Volunteer Centre soon after. According to Oscar: “From the beginning, the team at the Centre have been very supportive. Two of the Volunteer Services team came over to meet me - to introduce themselves and talk through the range of programmes they deliver, to look at where our areas of volunteer support are, and to explain the various ways that the Centre promotes its opportunities to potential volunteers. We have received (and are still receiving!) many applications as a result of their advertising and promotion. Two new volunteers have just joined us and are going through their training at present. The communication with the team at the Volunteer Centre is regular, and they keep me update with their training programmes for both coordinators and volunteers.”

Volunteer brokerage

The Volunteer Centre provides a volunteer brokerage service for the borough. It matches individuals who are interested in volunteering with appropriate volunteering opportunities in organisations that deliver services to the local community.

With funding from the Royal Borough of Kensington and Chelsea and support from an excellent team of recruited and trained volunteers, the Volunteering Services team has, over the period 2015-16, registered nearly 3,000 new volunteers and placed some 1,000 volunteers with local organisations. Volunteers come from the whole community, including young people aged 16-25 years retired, unemployed and working people from all social backgrounds. They come to volunteering with multiple needs, from skills enhancement and career-building to wanting to contribute to the local community or looking for wider social interaction.

One of the Volunteer Centre’s main priorities is to promote volunteering to the widest audience possible and work with adults and teenagers of all ages, ethnic groups and socio-economic backgrounds. The Volunteer Centre encourages those from the borough’s most socially excluded communities to volunteer not only as a way of participating locally, but also as a way of gaining training and experience, new friends, acquaintances, language skills and a greater sense of place and confidence. For instance:
During the year we developed a new and exciting training scheme for volunteers where five sessions of “From Volunteering to Employment” were offered free of charge to more than 60 residents. This training raised interest in volunteering activities, showing how through involvement with a charity or a social enterprise, people can develop new skills, have more opportunities and increase their chances to secure paid jobs. Every session was followed by 1-2-1 meetings with our Volunteer Advisors who helped the participants identify suitable volunteering roles.

In June 2015, the Volunteer Centre endorsed a new scheme for publicly recognising and rewarding volunteers’ efforts. Through “Value U”, local business offered significant discounts to people who volunteered for more than 100 hours in our community. Over 90 volunteers received the “Value U” certificate and the discount cards in the launch at the Mayor’s Parlour.

Through many different promotional activities, the Volunteer Centre has increased the number of people registering and seeking advice and information on volunteering. This outreach introduces potential volunteers to voluntary and community groups with a low profile that they might not have otherwise known about. This is important as many small charities focus specifically on local issues, benefitting the local area, perhaps more than is the case with some larger and better known charities. Over the year the Outreach team:

- Undertook over 62 outreach events across Kensington and Chelsea, to encourage and promote volunteering.
- Held 3 volunteer fairs in the four corners of the borough and recruited 45 local organisations to showcase their work and volunteering opportunities at the volunteer fairs organised; and
- Published a monthly newsletter online aimed at supporting volunteers and potential volunteers as well as voluntary and community sector organisations in the borough.

- Our very active Social Media team, staffed with skilled professionals, has significantly raised our profile on Twitter (@VolCentre_KandC, 2282 followers) and Facebook (1108 followers)

We need a case study for brokerage!

**Well-Being**

**Stepping Stones**

Stepping Stones offers those with physical or mental health issues bespoke services and volunteer opportunities in order to help build self-confidence, a sense of belonging and greater independence. The programme is proud of its record of providing access to well supported placements that are compatible with the health issues, skills and interests of the programme users. The programme is supported by both the Royal Borough of Kensington and Chelsea and the NHS West London Clinical Commissioning Group. Over the past year the Stepping Stones programme has helped 172 registered users.

Whilst many local organisations are happy to do so, some are reluctant to take on disabled volunteers. This is an issue which reflects the challenges often faced by disabled people
seeking paid work, where employer “resistance” is even greater. Volunteering provides the bridge to build confidence, skills and experience to move towards work.

**Stepping Stones Case Study**

Roby referred himself to the Stepping Stones project following the advice and recommendation from one of his friends who had a successful volunteering placement gained with Stepping Stones support. Due to his visual impairment, many doctor’s appointments and hospitalisation he has been unable to work in the last few years. His physical disability affected his self-confidence.

He contacted Stepping Stones to get support in finding a volunteer placement in admin and reception work. With the help of the Stepping Stones coordinator he assessed different opportunities available and selected a reception admin work at Pepper Pot Centre. With our support through the application and interview process, which included accompanying him to interview, he was successful.

According to Roby: “It is really the right place for me and I’m very pleased to work for the day centre.” Following his skills development plan, we have matched him with a volunteer mentor to get extra support in gaining the IT skills required in the receptionist role.

**Mentoring**

Funded since 2015 by the Royal Borough of Kensington and Chelsea Adult Social Care and Carers’ Services, the Mentoring programme has a clear mission to provide person-centred and needs-driven services, working towards a Social Model of Disability in the community and encourage greater independence through new skills acquisition, volunteering and work. The programme recruits and trains volunteers to work on a one-to-one basis with service users (adults with disabilities of all kinds and/or mental health issues) and assist them in achieving their goals and aspirations.

**Volunteer Forces**

Our volunteer forces engage 220+ residents annually. Working in small mixed teams, the forces meet a wide range of needs, from offering introductory lower commitment volunteering to the young and/or busy, to the development of skills (e.g. accreditation, leadership opportunities) and the building of social capital and greater self-confidence.

**Good Neighbours**

The World’s End Good Neighbours programme has been established with the support of the Royal Borough of Kensington and Chelsea Adult Social Care to offer a supportive, befriending service for up to 70 lonely and isolated elderly residents on the World’s End Estate. Volunteer
befrienders are recruited primarily from the estate and surrounding areas so as to produce a
volunteer force of local people responding to local need. The project supports elderly residents
in staying in their own homes for as long as possible. It aims to help reduce visits to the GP
and hospital admissions, especially to A&E. It also targets elderly people who need just-out-of-hospital practical support.

Supported by a Steering Group of local partners, the project is hosted by the Volunteer Centre
where a project manager coordinates the referrals, training, recruitment of volunteers, monitoring and evaluation. Volunteers mainly visit residents in their homes, but there is an expectation that residents will also become involved in community events (e.g. library events) and other projects being run on the estate. Volunteers can give a minimum of 1-2 hours a week. They can volunteer during the day, evenings and also weekends. They are expected to commit to a minimum of 3 months with a review at the end of the period.

**Ambassadors**

Taking inspiration from the 2012 Olympic and Paralympic Games and building on the success
of the Centre’s involvement in the recruitment of over 1400 London Ambassadors, the K&C
Ambassadors programme aims to support events by providing trained volunteers to offer “meet and greet”, stewarding and event organisation services across the borough. After 2
successful pilots, the Volunteer Centre has established the programme on a permanent footing with the objective for K&C Ambassadors to offer placement opportunities to over 100 volunteers annually. The appeal of this programme is that it offers flexible, one-off volunteering opportunities and engages potential volunteers unable or unwilling to commit to regular, long
term volunteering. It also provides ‘taster’ opportunities to explore longer term volunteering.
Above all however, K&C Ambassadors makes volunteering fun and accessible for all.

**Employment**

**New Opportunities**

New Opportunities is a high quality, individually tailored programme that provides one-to-one
support in order to help local residents with their job search. Whilst service users have widely
differing personal circumstances, many have been out of the workforce for a significant period
of time or have never worked in this country at all and/or lack basic English skills. Others are
lone parents with no family network or financial means to provide safe childcare arrangements
in order to study, volunteer or work, or lack the qualifications and availability to find well-paid employment.

As part of the programme, participants are offered dedicated assistance in building an action
plan and are supported throughout their job search. The help the programme offers goes beyond simply matching users with any job, and includes, where appropriate, help finding
volunteering placements, formal work placements, formal qualification-based training as well
as help and advice for interviews and job application, so that programme users can find a long
term secure job that fulfils their interests and needs. The programme not only helps the
unemployed, but also the many that find themselves in and out of unstable and low paid work
that are looking for more secure, higher skilled and higher paid employment.

Of the 141 clients that the Employment programme has helped in 2015-16

- 35% have moved into paid work;
- 37% have found volunteering placements;
- 13% have obtained vocational/university training; and
- 15% have moved on to the employment pathway.

In cases where additional financial resources are required to help an individual move forward with their development, our partnership with Camden Charities has been very beneficial. Through that partnership, grants are sourced and training and other costs are covered. Last year, just under 50% of the service users were financially or supported in kind by our partners, including Camden Charities.

### New Opportunities Case Study

Unemployed for 6 months, Michael came to the Volunteer Centre with low self-confidence having nothing to occupy himself with all day. In his 50s, with little qualifications and poor IT skills, he felt disadvantaged.

To help him we took the following course of action:

- Arranged training for him to boost his self confidence
- Found volunteering for him in a shop doing 3 days a week
- Sourced vacancies for him along his job goal of working as a warehouse assistant
- Assisted him in applying for the jobs online as he had little IT skills

Michael got an interview with one of the jobs we sourced and applied for with him. He was given interview tips and was successful. He was able to start work at Wilko as a warehouse assistant in November at the new shop on Kensington High Street which is local to him. Michael was happy to sign off benefits and to get back into work. He is grateful to the Volunteer Centre and Camden Charities who funded his training.

### Flexible Jobs Fund

Between January and March 2016, Flexible Support worked with 42 DWP customers who needed additional support to get them into work or volunteering placements. The client groups were long term unemployed, over 50s, lone parents, ex-offenders and others and were referred by local jobcentres from the North London District Office of the DWP. They were mainly from Kensington, Hammersmith or Westminster. All were in receipt of benefits such as ESA, Income support or JSA.

The majority of the long term unemployed had health issues, and some had never worked or had not worked for 20 to more than 30 years. Most had no CV so we created one for them and arranged placements. This was challenging as most had only been around their family circles. Once they started, most found this beneficial and were able to gain new skills and update existing ones.
Many of the lone parents were women. They were prepared for the job market by arranging relevant short courses and placements. The over 50’s group felt it was difficult to get back to work. We motivated them in addition to providing placements. Similarly with ex-offenders and those with drug issues.

We held workshops and short courses in addition to weekly job club sessions. We sourced jobs, introduced clients to employers and assisted with applications. We also prepared them for interviews.

During this period of the work, 22 clients moved into voluntary work experience placements with 6 moving into sustained employment.

Resettlement

This Resettlement programme, also known as InsideOut, is designed to help integrate people with convictions back into the local community. Its current focus is on those ex-offenders with complex needs – older people, institutionalized offenders and people with mental health issues - and therefore at higher risk once back in their local community. It offers a tailored one-to-one service helping users develop a Personal Development Plan, identify needs and achieve personal and professional goals. Through the support received, participants in the project are helped to gain confidence in integrating with the local community and accessing its services after the time in prison and/or dealing with the stigma attached to having criminal records. Via offering volunteering placements, people with convictions are offered real opportunities to make meaningful use of their time, develop skills and explore career opportunities. In addition, the positive work experience with volunteer organizations provides the participants in the project with a reference and enables them to be better placed to find and sustain long term employment.

Over the period 2105-2016, the programme has helped 81 people, of those 16 have successfully found employment and 26 have moved into volunteering placements. The project moved into a new phase in January with City Bridge Trust funding. From its inception through March 2016, the part of the project newly funded by City Bridge Trust has supported 11 people with convictions. Of those, 8 have achieved the following goals: 6 secured volunteering placements; 4 engaged with mental health and/or drug and alcohol support services and 3 enrolled in adult formal and informal learning and/or trainings.
InsideOut Case Study

Leaving prison at the age of 55, MB was struggling to manage her mental health, depressed by her lack of work experience, the stigma associated with having a criminal record and her loneliness in dealing with her addiction issues.

With the support of InsideOut, MB developed an action plan and prioritised her physical health and emotional wellbeing. Thanks to the good working relationship between InsideOut and a drug and alcohol rehabilitation project in the local community and her own commitment, MB set out to work on her addiction issues and developed good coping strategies. She also volunteered for a local community centre as Gardener Assistant and engaged with a local project for elderly people. Furthermore, working together with her Probation Officer, InsideOut supported MB in securing funding for training, which eventually enabled her to apply for a Level 3 Diploma in Massage Therapy.

MB is now completing a 16-week work experience with a local charity where she has gained customer service, communication and other employability skills and obtained catering qualifications. Since she joined InsideOut, MB has gone through a long journey which equipped her skills and achievements empowering her to keep working on her future goals with commitment.
FINANCIAL REVIEW

The Charity's income was £420,764 in the year ended 31 March 2016 compared to £318,341 in the year ended 31 March 2015. The total expenditure was £367,224 in the year to 31 March 2016 compared to £344,432 in the year ended 31 March 2015. The general fund balance (unrestricted funds) carried forward on the 31st of March 2016 was £95,565, whilst the restricted funds for ongoing projects carried forward on the 31st of March 2016 was £51,324.

The core grant of £118,500 from the Royal Borough of Kensington and Chelsea (Corporate Services) is central in maintaining the nucleus of our activities (staff, website, database connections and associated overheads). The Royal Borough also contributed £15,000 to the Good Neighbours programme, £15,000 to the Mentoring programme, and £1,500 to the Ambassadors programme. The Royal Borough's Adult Social Care Department contributed £20,000 to the Well-being (Stepping Stones) programme. The Volunteer Centre remains very appreciative of the continued support received from both the Royal Borough of Kensington and Chelsea’s Corporate Services and Social Services.

Other significant sources of income in the year ended 31 March 2016 were: West London Clinical Commissioning Group for £56,250 towards Well-being (Stepping Stones); Tudor Trust for £25,000 and City Bridge Trust for £41,000 towards the Resettlement programme; and Camden Charities for £74,000 towards the Employment programme.

Risk Management
The Board has conducted its annual risk review, assessing the major risks that the charity is exposed to. The risk register is updated at least annually and appropriate systems and procedures are established to mitigate internal control risks and external risks that the charity faces. This year has been no different, internal control risks have constantly been minimised by the implementation of the procedures established for authorisation of all transactions and projects. Equally, significant external risks to funding have fed into the development of new strategic and fundraising plans. As a result, the Volunteer Centre is seeking to secure and where possible diversify funding. The organisation’s procedures and policies are currently being reviewed and applications to renew the accreditations, Volunteer Centre Quality Accreditation (VCQA) are currently being made to ensure a consistent quality of delivery for all operational aspects of the charity and its core services.

Reserves Policy
The Board has examined the charity’s requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be equal to at least 3 months of the charity’s expenditure. The reserves are needed to meet the working capital requirements of the charity and the Board believe that at this level they would be able to adequately insure themselves and continue the current activities of the charity in the event of a significant drop in funding. The level of reserves available to the charity at 31st March 2016 was slightly above the target. The Board keeps under review the extent to which existing activities and expenditure could be curtailed, should circumstances require such action.

Investment Policy
As the unrestricted funds in reserve fluctuate and can be called upon temporarily to meet immediate cash flow needs, they are held in higher yield savings accounts with a UK bank.
THE FUTURE

The Volunteer Centre is constantly planning for the future in order to be best placed to meet the needs of its local community and carry out the delivery of its services to volunteers and VIOs. The Board of Trustees dedicated a significant portion of time to strategic planning over the course of the last year and has developed a vision for the Volunteer Centre for end of 2018.

Vision for 2018

- The Volunteer Centre will be viewed as the “Go-To” volunteering organisation in the Royal Borough of Kensington & Chelsea, using its unique local knowledge, network and vantage point to shape rewarding placements for individuals, organisations and the local community.
- It will be viewed as the local expert in creating training and managing volunteer forces.
- It will be viewed as the local solution to helping the most vulnerable gain confidence and achieve life changing experience.
- It will be recognised at the volunteering champion in the Borough.

Key Priorities for the upcoming year

With this vision in mind the priorities for the upcoming year include:

- Tailored approach to brokerage business by segmenting volunteers into categories (e.g. career building, social interaction, skill contribution) and targeted shaping of opportunities.
- Effective communication with volunteers and organisations through multiple channels including web, social media and local outreach.
- Hyper-local options offered to create community cohesiveness and connection.
- Developing its own volunteer forces in collaboration with other organisations locally.
- Dedicated specialist support to ensure access for all and life changing experience through volunteering.
- Continue to build track record around employment and community contribution or responsibility as a result of volunteering.
- Providing volunteering best practice advice, training and/or accreditation for local volunteering involving organisation.
- Developing initiatives with the public and voluntary sector to utilise volunteering as a pathway to greater well-being, health and community contribution.
- Securing longer term revenue sources to support the above.

With Canalside House about to undergo redevelopment, the Volunteer Centre is also anticipating moving premises in 2016. The Board views this an opportunity to further raise the profile of volunteering and community engagement in the Borough. Our aim is to move to a more accessible, more prominent location near to other key voluntary sector organisations. This will allow us to increase our reach and impact as well as our ability to deliver on our core infrastructure and capacity-building role within the Voluntary Sector. We are also proud to be leading in conversations with the Borough on development of community hubs for the local voluntary sector.

STATEMENT OF TRUSTEES’ RESPONSIBILITIES
The trustees (who are also directors of Volunteer Centre Kensington and Chelsea for the purposes of company law) are responsible for preparing the Trustees’ Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company’s auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. Approved by the Board of Trustees on X and signed on its behalf, by:

Jennifer Clarke
Chair