# VOLUNTARY NORFOLK

England & Wales · Charity number 1112017

## Details

| | |
|---|---|
| **Other names** | NORWICH AND NORFOLK VOLUNTARY SERVICES |
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 05616120 |
| **Registered** | 2005-11-11 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
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| **Website** | www.voluntarynorfolk.org.uk |

## Activities

**Objects:** 4(1) TO PROMOTE ANY CHARITABLE PURPOSES FOR OR INCLUDING THE BENEFIT OF THE COMMUNITY IN THE UNITED KINGDOM AND IN PARTICULAR NORFOLK AND WAVENEY, THE EAST OF ENGLAND AND ITS NEIGHBOURHOOD (HEREINAFTER CALLED "THE AREA OF BENEFIT") AND, IN PARTICULAR, THE ADVANCEMENT OF EDUCATION, COMMUNITY AND SOCIAL SERVICES, THE PROTECTION OF HEALTH AND THE RELIEF OF POVERTY, DISTRESS AND SICKNESS;4(2) TO PROMOTE AND ORGANISE CO-OPERATION IN THE ACHIEVEMENT OF THE ABOVE PURPOSES AND TO THAT END TO BRING TOGETHER IN COUNCIL REPRESENTATIVES OF THE VOLUNTARY ORGANISATIONS AND STATUTORY AUTHORITIES WITHIN THE AREA OF BENEFIT.POWERS

**Activities:** Voluntary Norfolk is the major volunteering organisation in Norfolk recruiting, training and supporting volunteers. Voluntary Norfolk is also the largest voluntary sector infrastructure organisation in Norfolk. We support the work of voluntary and community organisations by providing a range of free and paid-for services and by representing sectors interests within key partnerships.

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## Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- **Area of benefit:** NORFOLK, WAVENEY AND THE EAST OF ENGLAND AND ITS NEIGHBOURHOOD.
- Throughout England

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £4,353,996 | £4,171,455 | £1,092,334 | 88 |
| 2024-03-31 | £4,463,978 | £4,744,006 | £909,793 | 99 |
| 2023-03-31 | £4,889,562 | £4,812,897 | £1,189,821 | 117 |
| 2022-03-31 | £4,059,151 | £4,019,167 | £1,113,156 | 105 |
| 2021-03-31 | £3,465,809 | £3,153,811 | £1,073,172 | 88 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **Tessa Jane Haskey** | Chair | 2025-02-05 |
| David John WALKER | | |
| Ian Craig Morrison CBE | | 2024-10-09 |
| Kathryn Mary Brown | | 2026-02-24 |
| Mark Alexander Trenavin-Body | | 2025-10-08 |
| Peter Mark Hitchcock | | 2020-07-29 |
| Stephen Wright | | 2024-10-09 |

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**VOLUNTARY NORFOLK**

England & Wales - Charity number 1112017

# Accounts




# VOLUNTARY NORFOLK

# Annual Report

# 2024-2025

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# Chair's introduction: David Walker

As Acting Chair, I am pleased to present this annual report which seeks to showcase the impact that Voluntary Norfolk has had over the last twelve months in improving the lives of people and strengthening communities across Norfolk and beyond. I would like to start by thanking staff, volunteers and partners for their hard work in helping us achieve the successes we have had in the last year.



David Walker
**Chair of Trustees**

We knew the current financial year would throw up its fair share of challenges. In October 2023, the National Council for Voluntary Organisations (NCVO) had warned that the cost-of-living crisis had sparked a "cost of giving crisis" for charities that could see 1 in 5 cease operating. Fortunately, thanks to the resilience of our organisation and prudent planning, Voluntary Norfolk were never likely to suffer this fate. However, that is not to say we did not have to overcome significant challenges over the last year. Most notable among these has been the ongoing financial uncertainty for the organisation, given that several of our contracts, notably our Better Together service, our volunteer services for ECCH, NCH&C, ERS and our Community Support Service, the Empowering Communities partnership, our Brighter Futures employment team, and our Parent Carers Service were all up for renewal over the last year or were set to end at the end of the financial year. As you will see from our Balance Sheet, we ended the year in a strong financial position. The other major challenge was ensuring that we could hand over the running of the SOS Bus and help set it up as its own charity following the decision by the ICB to cease funding the service last year. I am pleased to report that throughout the year all our services continued to operate while the SOS bus is now firmly established as a separate charity that continues to provide support to people in Norwich's late night economy zone at weekends.

As you will see in this report, Voluntary Norfolk has continued to make a genuinely positive impact to so many people and communities. Particular highlights, for me as acting chair, have been the first ever Volunteer Extravaganza which our VCSE Sector Support Team organised to promote volunteering in Norfolk. We know that nationally volunteering numbers, especially formal volunteering have declined in the last decade and so activities that encourage people to support voluntary organisations, charities, community groups and social enterprises are certainly to be encouraged and promoted. I was delighted to hear such positive feedback about this event with so many groups urging us to repeat it next year.

Similarly, the ongoing efforts of our Freshly Greated team to bring community cohesion to some of the most deprived and marginalised areas of Great Yarmouth are to be welcomed. At a time when society seems more polarised than ever this initiative deserves special note. The showcase events the team put on, of course, made the headlines, but for me it was less conspicuous work done on a daily basis to empower people and give them the skills and resources to put on the kind of activities that they wanted to see, which was the most positive. This epitomises the purpose of this project; namely to ensure the efforts of the staff there will have an ongoing legacy going forward. This year's strong performance, here and in so many other areas of our work, gives me the confidence that as an organisation, we will achieve even more in the years ahead.

Internally the last twelve months have seen a number of changes for the organisation with a new Chief Executive coming in, the majority of our staff moving to a new office in Norwich and significant changes amongst the Board of trustees, not least our long-standing chair, John Archibald, standing down after 15 years on our Board. The VCSE sector in Norfolk generally owes John a debt of gratitude and the ongoing success of Voluntary Norfolk was in no small part down to his excellent leadership in recent years. Jo Smithson also stepped down this year leaving very big shoes to fill especially regarding financial matters. We were, however, fortunate to have been offered the services of three new Board members. Ian Morrison, Stephen Wright and Tessa Haskey all joined in 2024/25. Latterly, Mark Trenavin-Body has also joined the Board, as a very experienced finance professional. At the Board's June 2025 meeting, Tessa Haskey was elected Chair. I am delighted that we have succeeded in finding a Chair with an impressive track record of successful leadership who is committed to seeing the voluntary sector and Voluntary Norfolk thrive in our remarkable County. I look forward to working with Tessa and all my colleagues as we put together our vision for where we want Voluntary Norfolk to go. As a Board, we were also delighted to have been able to welcome our new CEO Michael Kitching to Voluntary Norfolk. He brings with him a wealth of experience from the world of charity and politics in Norfolk. I am convinced with these changes Voluntary Norfolk will be able to continue to work with people to improve lives and strengthen communities over the coming months and years.

# CEO's introduction: Michael Kitching

This year has been one of significant transformation and renewed ambition for Voluntary Norfolk. At a time when the communities we serve are facing increasing challenges — from financial pressures to changes in public service delivery — we have restructured and refocused ourselves as an organisation to ensure we remain fit for purpose, resilient, and responsive to Norfolk's evolving needs.



Michael Kitching
**Chief Executive Officer**

One of the most important internal changes this year has been the recalibration of our leadership structure. We moved from a directorate model of four separate areas — Development, Operations, VCSE Sector Support, and Finance — to a more streamlined and strategic model led by two directors: a Director of Partnerships and Influencing, and a Chief Operating Officer. This change is more than structural. It reflects a new clarity of purpose. It allows us to better align our operational delivery with our ambition to influence systems, policy, and the long-term wellbeing of communities across Norfolk.

With this reorganisation in place, we will look to make a bold and necessary pivot in how we fund our work. Historically, Voluntary Norfolk has relied heavily on funding from local authorities and statutory organisations. While these partnerships remain crucial, the shifting landscape of public sector finances has made it essential that we diversify our income and this is something we press ahead with in the next financial year.

Despite these internal changes, our core purpose remains unchanged: **working with people to strengthen communities and improve lives**. Over the past year, we've continued to make a tangible difference in this regard across Norfolk. From helping people into volunteering opportunities that

build confidence, skills and connection, to strengthening the VCSE sector through advice, networks, and advocacy — we have enabled communities to thrive. Our services for adult and young carers have provided crucial lifelines for those navigating complex caring responsibilities, while our employment support programmes have helped people (particularly those from disadvantaged backgrounds in Norwich) move (back) towards work, training, or education. Meanwhile, our Better Together service continues to reduce loneliness and isolation, and our Freshly Greated team is breaking new ground in community-building through creative arts. Each of these programmes is served by passionate staff, dedicated volunteers, and a shared commitment to improving lives.

Looking ahead, our focus will be on building on this strong foundation; diversifying our income, deepening our partnerships, and enhancing the role of co-production in everything we do. We believe that the most sustainable solutions are those created with, not for, communities. That's why we'll be working closely with local people to understand their challenges, listen to their priorities, and co-design services that genuinely meet their needs. This is especially important as we all adapt to a rapidly changing environment for local government and health services, where the VCSE sector will play an ever-greater role. I am incredibly proud of what we've achieved together this year and deeply grateful to our staff, volunteers, trustees, partners and funders. Thank you for your continued support as we shape a more connected, compassionate and community-powered Norfolk.

# Trustees' report

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2024 to 31 March 2025. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives. The activities in respect of furthering the charity purpose are described in our Objectives and Activities section below.

# Organisational objectives

The vision, mission and aims for Voluntary Norfolk have been defined as follows:

## Our vision

Connected, resilient and compassionate communities where people work together to improve lives.

## Our mission

- To enable local people and communities to thrive and reach their potential.
- To deliver innovative solutions through effective partnerships.
- To ensure the voices of volunteers and voluntary organisations are represented.

## Our aims

- Inspire and enable people to volunteer, take social action and make a difference.
- Deliver innovative and integrated services in partnership with voluntary, public and private sectors.
- Support the development and voice of community groups, charities and social enterprises.
- Achieve sustainable growth.

The leadership team has regular discussions to prioritise organisational objectives to ensure they meet the needs of those we work with, namely the people and communities of Norfolk and beyond.

# Activities and achievements

Over the last financial year Voluntary Norfolk has continued to deliver a variety of projects and services in support of our purposes and aims. The following section details the projects and services that were operational during 2024-25 and fall within one of five key areas of work for Voluntary Norfolk:

1. *Building a thriving voluntary, community and social enterprise sector*
2. *Leading new initiatives that enable communities to thrive*
3. *Supporting people when they need help the most*
4. *Getting people into work*
5. *Strengthening communities and improving lives through volunteering*

# Glossary

**BTN** – Better Together Norfolk, Voluntary Norfolk's loneliness and social isolation service supporting those in Broadland, Great Yarmouth, Norwich and South Norfolk.

**CAN** – Community Action Norfolk is an organisation which engages with the VCSE sector in Norfolk. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.

**CMN** – Carers Matter Norfolk is the service that supports adult carers in Norfolk, which Voluntary Norfolk is one of partners in.

**CBR Business Solutions** – Voluntary Norfolk's trading arm that provides DBS, Payroll and HR services to organisations and companies around the country.

**DBS checks** – (Disclosure and Barring Service) is a criminal record check that employers request to determine if a job candidate / volunteer is suitable for a position, particularly one involving working with children or vulnerable adults.

**ECCH** – East Coast Community Healthcare is a social enterprise providing NHS community health and social care services across Norfolk and Suffolk, largely in the Waveney area around Lowestoft and Beccles.

**EDI** – Equality, Diversity and Inclusion

**EHAP** – Early Help Assessment and Plan

**EHCP** – Education, Health and Care Plan

**FUSE** – FUSE supports social enterprises in Norwich. Voluntary Norfolk works with them as part of the Empowering Community Partnership.

**ICB** - Norfolk & Waveney Integrated Care Board

**MAP** – Mancroft Advice Project is a Norwich-based charity aiming to 'ensure young people have the access to quality information, advice, counselling and support they need for their holistic development'

**MHST** – Mental Health Support Team

**NCAN** – Norfolk Community Advice Network is a Norfolk-wide partnership of advice and community experts. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.

**NCF** – Norfolk Community Foundation is a charity dedicated to building stronger communities and improving the lives of people in Norfolk. Voluntary Norfolk works alongside them as part of the Empowering Communities Partnership.

**NCH&C** – Norfolk Community Health and Care provides community health and care services across Norfolk.

**NCVO** – A membership community for charities, voluntary organisations and community groups in England, which Voluntary Norfolk is part of.

**NEET** – 'not in employment, education or training'

**NWCSS** – Norfolk and Waveney Community Support Service

**PCNA** – Parent Carer Needs Assessment

**VCSE** – Voluntary, Community and Social Enterprises (formerly known as the Third Sector and can sometimes be referred to as VCFSE to include faith-based groups or organisations).

# Highlights during 2024-25

**8,195 potential volunteers** have registered on our Get InVOLved Norfolk volunteering platform with 1,419 accepted applications



**439 not for profit organisations** have registered on our Get InVOlved Norfolk volunteering platform to recruit volunteers

Our Community Support Service volunteers have accrued in excess of **2,300 hours** helping people in their own homes with basic household tasks



73 volunteers provided **2,895 hours** of support for East Coast Community Healthcare

Our 134 Norfolk Community Health and Care NHS Trust volunteers contributed **7,832 hours** of their time improving patient experiences.



Our non-emergency patient drivers completed **11,470 journeys**, clocking up **433,068 miles**



Our Better Together team gave out **150 hampers** to those in need of an extra Christmas cheer this December




Our Brighter Futures team have supported **145 people** (who are amongst the furthest away from getting work in Norwich), to remove the structural barriers into employment and skills



A network of 180 volunteer Community Producers have helped put on dozens of events for Freshly Greated which have been attended by **over 28,000 people**

Our Voluntary Norfolk Network supports **327 different VCSE organisations** across the county and beyond



These Community Producers have volunteered **1,630 hours** of their time to ensure these events have been a success

The Better Together team supported another **400 people** to help them overcome loneliness and social isolation

Our Young Carers Team supported over **700 young people** to remove some of their caring responsibilities or lessen the burden



Our Carers Matter Team have supported **369 adult carers** across Norfolk to ensure they do not get overwhelmed with their caring responsibilities

Our Young Carers Team helped launch 17 new young carer groups and enhanced 13 existing ones, with a combined total of **135 group sessions** across the county



We continued to support the Men's Shed Network in Norfolk – which now has approximately **as many sheds as the whole of London** (with a population over seven times as large as that of Norfolk)



# Building a thriving VCSE sector

A core aspect of Voluntary Norfolk's work is supporting and enabling the wider VCSE sector in Norfolk to thrive. This work is carried out by our VCSE Sector Support Team. They have five key purposes:

1. That VCSE organisations are more resilient and better equipped to carry out their mission by having increased capabilities, capacity and sustainability
2. That the sector works more collaboratively to support each other and influence policy and decision-making that impacts on service delivery
3. That the benefits and increased wellbeing of volunteering are available to everyone at every stage of their lives
4. That the VN VCSE Sector Support Team is recognised as a trusted, responsive, innovative and reliable support body
5. That the team identifies and develops plans for the long-term, appropriately resourced, sustainable growth of sector support services as a key part of VN's offer.

Within the VCSE Support Team there are a number of different work strands, which will be covered individually.



## Empowering Communities

Voluntary Norfolk leads the Empowering Communities Partnership (ECP), serving Norfolk VCSEs with a wealth of connections, expertise, and both local and specialist knowledge. As VCSE organisations navigate ongoing challenges—including rising costs, growing service demands, and recruitment struggles for both volunteers and staff—this collaborative, integrated approach ensures accessible and effective support.

**The Voluntary Norfolk Network**

**grew by 11%**

**in the last year**

## Voluntary Norfolk Network

Voluntary Norfolk has recognised that inclusive and responsive networks, that harness expertise from across this diverse sector, are the most effective way of helping organisations thrive.

Regular newsletters and frequently-updated Padlets (online notice boards) enable networkers to access a wide range of information, training opportunities, webinars, and resources.

One member commented *"how fantastic this resource is, it is genuinely really helpful for someone managing a charity like me to have all of these opportunities presented like this."*

Network membership has increased to 402 individuals; this is an 11% increase from last year. These individuals represent 327 different organisations, an increase of 10% from the previous year.

A fortnightly email update is sent to Network members including relevant sector updates and news, information about upcoming events and new additions to the Voluntary Norfolk Network Padlet and VCSE Funding Padlet. There has been an increase in the average open rate of these newsletters from the previous year, from 44% to 46%.

The Voluntary Norfolk Network Padlet had 788 new posts added and a 7% increase in views from the previous year.

The VCSE Funding Padlet has had 385 new posts added and an increase in views of 20% and an increase in visitors of 31%.

# Norfolk VCSE Leadership Network

This Network supports those in leadership roles within Norfolk's VCSE sector by creating a space for relationships to develop and experiences to be shared, providing peer support which informs and strengthens collective influencing.

The VCSE Leadership Network has grown from 89 members to 165, an increase of 85%. Organisations represented has increased from 77 to 134, a 74% rise.

There were three in person Leadership Network Meetings this year, with a total of 98 attendees, an increase of 96% from attendance in the previous year. These meetings included a session with the Economic Development Team at Norfolk County Council to help shape the new Norfolk Economic Strategy. One explored the current challenges, priorities and aspirations of local VCSEs alongside the immediate needs presenting in local communities. Another provided more informal networking to enable attendees to make connections and share challenges to build collective strength and influence.

*VCSE Leadership Network meetings create a space for leaders to build relationships and share experiences.*



When asked what they most valued about attending these meetings attendees said:

- *"Opportunity to talk to other voluntary sector professionals"*
- *"Connection and listening to smart and invested colleagues!"*
- *"Connecting with other VCSE leaders"*
- *"Good to hear multiple agencies and backgrounds are on the same page with a recognition of the work that needs to be done"*
- *"The importance of all working collaboratively"*

**The VCSE Leadership Network**

**has grown by 85%**

**since last year**

In June 2024 a Volunteering Extravaganza event was held at The Forum, this was more than just a typical volunteering fair with organisations attending providing engaging activities for potential volunteers to "give it a go". Over 50 organisations attended and approximately 1,200 members of the public. 97% of organisations who took part said they would be keen to attend a similar event in future.

Comments included:

- *"I felt there was a great atmosphere with community at the heart. Many people looked round the stalls and seemed to be engaging with lots of organisations."*
- *"Good event to be part of and appreciate the opportunity to be involved. Great to have a big event to promote volunteering in Norfolk."*
- *"Lots of interest, volunteers got to enjoy a day meeting other volunteers, networking, raising awareness of our charity. A feel good factor for all the other organisations across the county who work along side us or in a totally different field. Recognising the power of volunteering and the gap they fill."*

# Workshops and Networking Events

Central to our support offer for VCSEs are networking events and workshops which take place online and face-to-face around Norfolk. This year the VSCE Sector Support Team held 14 events, these were a mixture of face-to-face and online events and included workshops, networking and good practice events. These had an overall attendance of 348 people, an increase of 16% from the previous year. These individuals represented 186 different organisations. Overall average feedback across events was 4.5 out of 5.

**Our events received an**

**overall rating of 4.5 / 5**

**from attendees**

As a result of sector feedback which highlighted funding as a high priority, a day long event was held in January called *Funding the Future: Diversifying Income for Charities & Social Enterprises*. The day included several workshops and talks with expert guest speakers and opportunities for VCSEs to share their knowledge and experiences. There were 57 individuals attendees from 42 Norfolk VCSEs. 75% said they would be interested in attending a similar event again if the format were repeated annually.

Comments included:

- *"The speakers [...] had an excellent understanding of the funding environment we are working in and, although it is a bleak picture, it still felt positive. Met some old faces and new ones, so a great networking opportunity too."*
- *"I gained insight into alternative funding streams and met key individuals"*
- *"Good conversations with other fundraisers, lots of notes and ideas from the talks"*
- *"It was a good kick start for us to think about our Fundraising Strategy and the potential ways we could diversify our income"*
- *"I learnt about crowdfunding and felt very well supported by the organisers for offering such an event for the sector to come together and discuss challenges and ideas."*

A series of workshops were held exploring Equality, Diversity and Inclusion (EDI) to help VCSE organisations in their work to empower, support and create a sense of belonging to enable individuals and communities to thrive. The three workshops were Courageous Conversations About Diversity, Curious about the Subtleties: Exploring Neurodiversity and Understanding Allyship.

Across the workshops there was a total attendance of 49 from 27 different organisations. Overall feedback was 4.3 out of 5.

Comments included:

- *"Really interesting and informative and gave me lots to think about and reflect on"*
- *"So pertinent to our organisation at present"*
- *"Really good to hear first hand experience of someone with neurodiversity. Will help me understand people more and what to be aware of."*
- *"I really enjoy interactive workshops that have some space for everyone to share ideas and engage with each other and the session leader. We were spaced around a table and this felt as though we were exploring the subject of the workshop together as a group"*
- *"[I gained] A better understanding, and reinforcement in the ideas and views I'm trying to pass on to not only my team but the people we work with."*
- *"Excellent visual aids which illustrated the subject matter really well, very thought provoking"*

# Vision for Volunteering

Since the impact of the pandemic there have been many changes to the volunteering landscape in Norfolk, and across the UK. To provide support to the sector, Voluntary Norfolk has led on the development of a collaborative approach to identifying and addressing the key issues.

Following the launch of the Norfolk Vision for Volunteering 2023-2026 we delivered a programme of workshops and events for local organisations to develop their own volunteering strategies to become more inclusive and accessible. We have also brought together senior representatives from VCSE organisations and statutory bodies to identify and action the key aspects of the Vision for Volunteering.

During the year these representatives met to share their experience and knowledge of the sector, to build cross-sector relationships and to develop a toolkit for local volunteer-involving organisations. This will be published and disseminated in Autumn 2025.

As a result of this closer cross-sector working a successful funding bid was made by a partnership, led by the Integrated Care Board and Voluntary Norfolk. Our Volunteering for Health proposal was selected as one of 15 local partnership projects to be part of a national programme exploring how volunteering can address health inequalities across Norfolk and Waveney.

# Volunteering for Health

In July 2024 a new 3-year collaborative project, led by Norfolk & Waveney Integrated Care Board (ICB) and Voluntary Norfolk received a grant of £540,000 from the national Volunteering for Health programme. This project is exploring new ways to bring the benefits of volunteering to everyone, especially those who might not usually take part. The project aims to:

- Encourage new volunteers
- Value existing volunteers and volunteer managers
- Help more health and social care organisations get involved

To address health inequalities and the imbalance of volunteering, local organisations will be supported through a new Get InVOLved Innovation Fund to explore ways to make volunteering more inclusive, particularly for those from the following groups:

- Adults who have learning disabilities
- Autistic or neurodivergent adults
- Looked-after children / young people leaving care

In March 2025 a Volunteering Innovation Manager was recruited to develop and manage this part of the project.

Another aspect of the project is an extension of Voluntary Norfolk's successful volunteer recruitment platform Get InVOLved Norfolk. Development work began on Get InVOLved Skills, which aims to provide both volunteers and volunteer managers in Norfolk and Waveney with easy access to training and development opportunities. The new platform is due to be released in July 2025.

# Get InVOLved Norfolk

Voluntary Norfolk has continued to support organisations in recruiting volunteers through an active and popular outreach programme.

Get InVOLved Norfolk continues to develop its reach and help local organisations recruit new volunteers. The feedback from users is very positive and this is backed up by the key headlines for this period:

- At the end of March 2025 there were **439** not for profit organisations registered on the platform, an increase of **21%**.
- The number of registered volunteers increased over the year to **8,195**, an increase of **82%**.
- There were **767** new volunteering opportunities added to the site bringing the total to **2,061**, a **59%** increase. There were **1,419** accepted applications to these volunteering opportunities.
- The site had a total of **183,516** visitors, an increase of **36%**, and **777,813** total views, an increase of **14%**.

During this period the Volunteer Team have also attended over 30 events to promote Get InVOLved Norfolk and to encourage participation in volunteering. These included The Royal Norfolk Show, a UEA Volunteer Fair, Great Yarmouth, King's Lynn and Norwich Job Centres and the Sandringham Flower show.

In addition, the team also responded to 223 enquiries from individuals interested in volunteering, and 376 from organisations with queries relating to topics such as volunteer recruitment, volunteer management and best practice.

The Volunteering Newsletter is distributed monthly to over 7,000 individuals across Norfolk. It highlights new volunteer opportunities available on the Get InVOLved Norfolk platform and explores a dedicated theme each month. It has an average open rate of 50%.

Norfolk Adult Learning continues to deliver on our behalf the Norfolk Volunteer Passport, a short course that provides an introduction to volunteering and the knowledge to help the learners find suitable volunteer roles. There have been three Volunteer Passport courses in this period, with 16 successful participants, which brings the total number of passported learners to 104.

# Corporate (or Employer-supported) volunteering

Over the year the Corporate Volunteering page on Get InVOLved Norfolk had 4,758 views and the Volunteer Team helped over 25 businesses to find one-off opportunities by matching them with local VCSE organisations.

To further promote and raise awareness of Corporate Volunteering an event was held in Marble Hall at Aviva where speakers from both businesses and VCSEs talked about best practices, why volunteering is important to their organisations and more ways to facilitate this. There were also opportunities for networking in order to foster new connections. There were 45 attendees and when asked how useful the session would be their work the average response was 4.3 out of 5.

Comments included:

- *"I found it very interesting to hear of the experiences of other businesses and charities in setting up volunteering schemes and the successes and challenges."*
- *"The venue was perfect and the speakers were varied and engaging."*
- *"I got so much value from the event, both from being able to share our experience and hopefully inspire others, and also learning what charities need which provoked a lot of thought around how we implement a policy which works for staff and charities in a useful way."*
- *"Lots of ideas on how we can use our new corporate volunteering allowance! As well as 'traditional' volunteering I will also be looking at how me and my colleagues can use our skills and experience to add long term value from our volunteering."*
- *"Great to bring various parties together, in person, and for charities to compare ideas of what has worked and not in the past."*
- *"Made me more confident about what may be achieved through corporate volunteering."*

*Our networking event in the Marble Hall at Aviva attracted both local businesses and VCSE organisations.*



# Momentum

In 2024–25, Momentum continued to strengthen the youth sector in Norfolk, providing vital support, resources, and funding to organisations working with children and young people. Despite a period of transition, with the team only reaching full staffing by December 2024, Momentum has made significant strides across multiple areas.

Momentum's Youth Work Network Meetings brought together 40 participants from 30 organisations across two events, fostering collaboration and shared learning. Four specialist workshops and webinars were also delivered, covering key topics including EHCPs, safeguarding young volunteers, gambling addiction, and alternative provision. These sessions attracted 90 attendees from 59 different organisations.

A lot of the support the team offers has been online. In September 2024, the Momentum Newsletter was successfully relaunched. Additionally, Momentum has seen rapid growth in the use of its Padlets – online information-sharing platforms – which recorded 420 new posts, 842 visits, and over 2,000 views, representing significant year-on-year increases.

The Momentum Youth Fund provided grants to 23 organisations, awarding a total of £11,659 and directly benefiting 880 young people. Funded projects included creative and educational opportunities, such as a t-shirt printing initiative at Sunbeams Play for young people with SEND, new activity resources at OUTPOST Horsford Youth Club, a homework club at On Your Side in Great Yarmouth, and outdoor learning support through Wheatfen Forest School CIC.

### Case study: On Your Side

£500 was awarded to set up a Youth Group and Homework Club to run twice a week for the hours in Great Yarmouth.

> *"Seventeen young people benefited from these groups, many coming from low—income families or have parents with language barriers who cannot help them with their schoolwork and often have no room to study due to living in overcrowded houses. Thanks to the group, young people's grades and English language are improving, which is also helping them to make friends and feel more included."*

A major new development in 2024 was the launch of the FLOURISH Youth Award for Volunteering and Participation in June. The award encourages young people to complete at least five hours of volunteering or participation while working toward personalised goals linked to the eight FLOURISH themes. By year-end, 42 organisations had signed up, and 32 young people had completed an award. Notable examples include Beth at ESKA, who demonstrated leadership and teaching skills; Dotty at Mundesley Library, who gained confidence and resilience; and Keely from the South Norfolk Youth Advisory Board, who developed practical skills through supporting an intergenerational event.

Momentum continues to coordinate the Voluntary Sector Forum for Children, Young People and Families, holding four meetings over the year and welcoming new co-Chairs and members. These meetings enabled VCSE voices to be heard by decision-makers and featured contributions from key statutory partners.

Other highlights include recording a youth-led podcast promoting FLOURISH and volunteering, and Momentum's appearance on Poppyland Radio. Momentum also represents the VCSE youth sector on numerous strategic boards and working groups, such as the Children and Young People's Strategic Alliance and Norfolk Safeguarding Children Partnership.

**The Momentum Youth Fund awarded**

**over £11,000**

**to 23 organisations**

*Momentum team Beth and Helen promoting the Momentum Network at an event.*





# Leading new initiatives that enable communities to thrive

Voluntary Norfolk has a strong tradition of building and supporting communities across Norfolk since we started as an organisation over 50 years ago. Today, this work is primarily being delivered by our Freshly Greated team.

## Freshly Greated

Voluntary Norfolk is the lead partner of the Arts Council funded Creative People and Places programme, Freshly Greated, in Great Yarmouth. Freshly Greated enables people to come together and thrive through new and engaging cultural opportunities in their local neighbourhoods. Volunteer Community Producers programme events and activities year-round, with support from an expert delivery team.

**Over 25,000 people**

**took part in our Freshly Greated events**



Freshly Greated operates in three of the most deprived neighbourhoods of the Great Yarmouth borough: Cobholm and Southtown (Great Yarmouth), Nelson Ward and the Barrack Estate (Great Yarmouth) and the Magdalen Estate (Gorleston).

Freshly Greated is an action research programme and, as such, places evaluation at the heart of the work. We've learnt that providing excellent opportunities for young people is a gateway to intergenerational community engagement and we're very proud of our now firmly established youth provision. Our Space offers twice weekly creative sessions for young people in NR30 leading to skills development, community programming and volunteering opportunities. Play Produce Promote is a programme for young people to develop their skills for participation in the musical industry, from performance to production.

Highlights of the last year included Play Produce Promote's collaboration with the BBC Concert Orchestra, providing a unique opportunity to work with world-class musicians in an event broadcast on BBC Radio 3, connecting our local community to a national audience. We hosted the National Gallery's Art Road Trip for two weeks of community workshops in the run up to our winter lights festival, Glow Your Own Way, and an expansion of our programming calendar included hugely popular family events in partnership with seafront favourite's Joyland to celebrate Halloween. Such neighbourhood stirrings are designed to challenge, excite and inspire engagement, building participation in our large community events and high profile local Norfolk and Norwich and Out There Festivals.

In the last twelve months our impact has been demonstrated in the:

- Building a network of 180 volunteer Community Producers, 30 of whom regularly participate
- 1,630 hours invested by volunteer Community Producers (valued at £19,902.30 when calculated against the National Minimum Wage of £12.21 per hour)
- 28,031 people participating in and attending our events
- 94% of Community Producers reporting that Freshly Greated has strengthened the feeling of community in Great Yarmouth. 91% believe it has made Great Yarmouth a better place to live.

> *"Having the opportunity to be a producer gives me a chance to share ideas. There are no 'bad ideas'. To have the chance to be around other like-minded people, Freshly Greated isn't just community-led arts – they're family."*
>
> **Tracie**

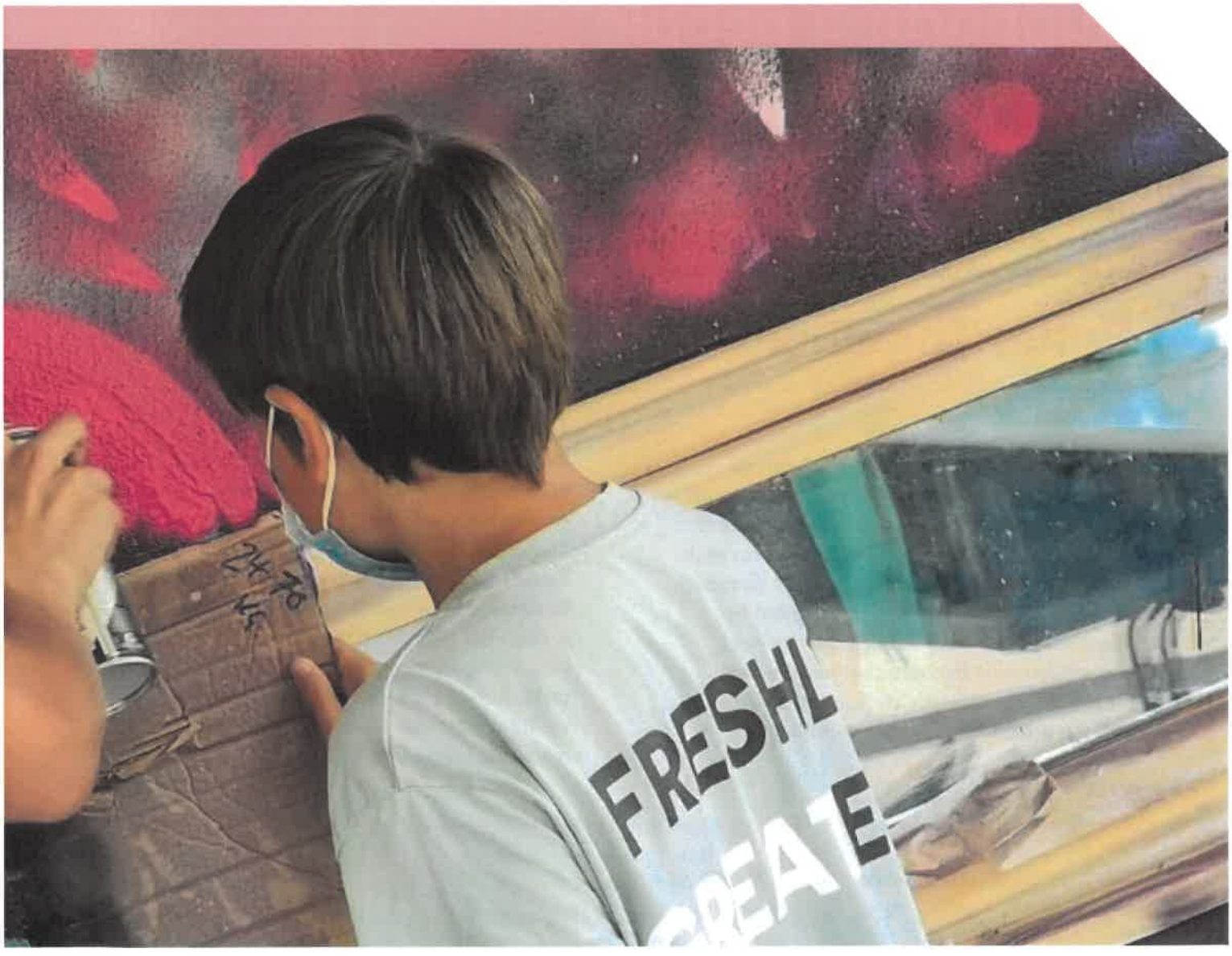


**Our Community Producers volunteered**

**over 1,600 hours**

**last year**

This year, we've significantly expanded the Consortium which oversees the programme and are delighted that the University of East Anglia and the Norfolk and Suffolk Music Hub are now core members. The Consortium managed the development of a bid to Arts Council for a further three years of funding, from 2026-29. This would support our work to recruit Community Producers from diverse cultural backgrounds to produce events with and relevant to migrant communities. Over the year to come, we'll continue to develop the skills and aspirations of all our volunteers as part of our commitment to leave a legacy of cultural leaders independently coordinating activities in the Great Yarmouth borough and bringing people together to experience the joy of live arts.






# Supporting people when they need help the most

Voluntary Norfolk continues to lead and deliver services that ensure that people across Norfolk get support when they need help the most – everything from getting people back into work; assisting carers, young carers and their families; to offering help to those struggling with loneliness and social isolation.

## Better Together Norfolk

The Better Together service has been an integral part of Voluntary Norfolk's efforts to reduce loneliness and social isolation across the commissioned areas of Norfolk: Norwich, South Norfolk, Broadland and Great Yarmouth for several years. The service is staffed by 'life connectors' who in each district help users overcome barriers that have led to loneliness, e.g. through 'walk and talk' groups, soft introductions to groups, training and volunteering.

Where needed, our life connectors have spent time working with people on a more one-to-one basis, addressing the areas of greatest distress. These are often issues with housing and benefit queries, which are not directly linked to loneliness or social isolation. However, it is essential that these concerns are resolved before the life connectors start working to tackle the client's loneliness. For that reason, we have continued to also provide support in managing household budgets.




Once financial and accommodation concerns are resolved we work with them to feel confident when accessing the local community. This is perhaps the best example of how the Better Together Norfolk service has adapted to help support many individuals over time, often filling the gaps where other services have not been able to meet the demand.

The service has seen a high number of referrals over the six years that it has been running. This demonstrates the importance of having a service dedicated to providing support for adults and vulnerable people across Norfolk, that are trying to manage their social isolation and loneliness.

The referrals for this year have declined to 431 (which is down from 710 last year). This is due to the service coming to an end in June 2025. This figure would have almost certainly been higher, but we were unable to accept new referrals from January of this year. However, the number does show that the need for the service is still in demand.

**Our Better Together service supported more than**

**400 new clients**

As part of the service, Voluntary Norfolk have provided support to the Men's Shed network in Norfolk through a coordinator that has been instrumental in helping them set up new sheds and apply for charity status among many other activities. The Men's Sheds network is growing at a fast rate, and Norfolk is still the most advanced men's shed network in the UK. This is something that we are extremely proud of.

We also continued to run our slow cooker appeal to help those struggling with the cost of living by buying and distributing free slow cookers. Along with this, we again organised our Christmas hamper appeal, focusing on the Great Yarmouth area. This was another successful year with us giving out 150 hampers to those in need.

## MD's Story: Tackling Isolation and Building Confidence

MD lives with her daughter in the South Norfolk village of Tacolneston. Following the recent loss of her stepfather—whom she had cared for—MD found herself with more time but facing increased social isolation. Struggling with anxiety and newly diagnosed ADHD, she turned to the Better Together Norfolk (BTN) service for support.

Initially unsure about where to begin, MD was visited by one of our Life Connectors, Ike, who helped build trust and introduce her to local opportunities. Together, they attended the Rest Hub, a supportive social group that MD now joins independently. Plans are also in place for her to attend the "All About You" group in Wymondham.

MD says the support has made her feel "seen and valued," and has given her new hope for the future. She is gradually growing in confidence, forging new friendships, and exploring her identity in safe and supportive spaces.

Her journey is still unfolding, but the positive changes are already clear. With continued support, MD is on a path toward lasting social connection and improved wellbeing. Without BTN, MD says these opportunities for growth and belonging simply wouldn't have existed. We of course wish her all the best in the future.

# Parent Carers Matter

Parent Carers began as a pilot service last year, delivered by Voluntary Norfolk on behalf of Norfolk County Council (NCC). The purpose of the pilot was to recognise the vital role parents play in supporting children with additional needs or disabilities, and to provide them with much-needed guidance and support in navigating what can be a very complex system for their children.

We worked closely with Family Voice to ensure the service met parents' needs and redesigned the Parent Carer Needs Assessment (PCNA) process. This improved system has enabled us to carry out essential assessments for parents across the county, helping them access the support they are entitled to. Although the number of referrals for this service was not expected to be substantial, we received 137 referrals for potential PCNAs. From these, we completed 58 assessments – exceeding the council's initial expectations.

Over the year, we also established peer support and information groups in Norwich, Drayton and Taverham, King's Lynn, Great Yarmouth, Dereham, and Thetford. Attendance varied across locations, with Norwich and Drayton and Taverham attracting the largest numbers. In more rural areas, attendance was much lower, despite our efforts to provide transport. We also trialled weekly online groups to reach these carers, but unfortunately uptake was limited.

The main reasons for referral were:

- Help accessing services such as EHAPs and EHCPs.
- Emotional support and wellbeing.

Feedback from parent carers has been very positive. Of those who engaged with the service, 55% highlighted that the advice, guidance, and listening ear we provided were invaluable. Parents told us this support made navigating the system easier and left them feeling more supported and empowered.

# Carers Matter Norfolk adult service

Voluntary Norfolk is a delivery partner in the Carers Matter Norfolk (adult) service, delivering statutory Carers' Assessments and support to adults throughout Norfolk on behalf of Norfolk County Council. Our goal is to help carers maintain their caring role, by supporting them access health and wellbeing grants, counselling services, and carers breaks. We also help meet their needs in other ways. This could be through signposting to external agencies along with internal Voluntary Norfolk services. This is a vital role to unpaid carers, who often feel lonely and isolated.

The year 2024-25 has been a year of growth. We have welcomed seven new staff members into the team. We have also continued to implement changes on how we work. We have done this through feedback from both the staff and our carers, which has not only given us a better understanding of the carer journey, but also allows us to share that journey in a more formal way with our carers at every check point along the way, making their journey with us a clearer one. We have also been taking part in a trial, funded by the ARF (Accelerating

Reform Fund), which allows us to complete care needs assessments on behalf of Norfolk County Council. We have offered a considerable amount of additional training for the team, which has yielded positive results and has enabled us to reduce the time that vulnerable people are waiting for assessments through Norfolk County Council.

Over the last year, we received a total of 369 referrals into the community team via the advice line. Of those new referrals, we completed a total of 249 Carer Initial Assessments, a further 232 Assessment Review 1s, which are completed when the carer is six months into their journey with us, and a further 175 Assessment Review 2s, which occur at the end of their journey. This totalled an amazing 5,934.70 hours' worth of work by the team.

Additional supported has included:

- 135 Health and wellbeing referrals. Although this was lower than last year, this was due to fewer staff in the first part of the year and we're expecting this to increase in 2025-26.
- 41 referrals have been able to acquire goods such as fridges, TVs and earphones.
- 65 referrals were signposted towards organisations providing counselling sessions
- 24 referrals were given gift vouchers for spa days, or to go towards craft activities
- 5 referrals were issued with train tickets and wheelchairs for days out.

We also made 39 referrals to carers breaks to provide some short-term respite for our carers.

## Our Clients' Stories

Some of the lovely feedback that we have had from carers is below:

- *"I was put at ease, everything was explained so easy, as a carer you ignore yourself and was told to look after myself."*
- *"D Has gone above and beyond with help and support for my husband and myself. Sending us emails containing relevant information that can help us with our disability needs among other things. Thank you."*
- *"Thank you...your support has been wonderful and the break was amazing. We couldn't have managed it without you."*

**Our team provided almost**

**6,000 hours**

**of support to adult carers**

# Young Carers Matter

Young Carers Matter was recommissioned this year and saw changes so that unlike in previous years where it was a partnership between several smaller organisations, it is now a partnership between Voluntary Norfolk and the Benjamin Foundation.

Over the past year, the Young Carers service has undergone significant and positive changes, strengthening our approach and enhancing the quality of support provided to young carers and their families. These improvements have enabled us to maintain a high standard of delivery while creating more effective and sustainable ways of working.

Our core mission is to minimise the negative impact of caring responsibilities, ensuring young carers can balance their role with personal development. Through a holistic approach, we work collaboratively with young people and their families to reduce inappropriate or excessive responsibilities, empowering them with the resources and support they need.

We maintain strong partnerships with Family Hubs across the county and with the Young Carer Forum, facilitated by Caring Together, to ensure consistent and joined-up support.

In 2024–25, we received 706 new referrals, with nearly a quarter involving children aged just 5–7. This highlights a concerning trend of younger children taking on caring roles.

Our support is tailored to individual needs—ranging from information and advice to one-to-one assistance. For families needing more intensive intervention, we work closely with Early Help Hubs to build resilience, confidence, and practical skills.

## Education and community

The Education and Community Team at Young Carers Matter Norfolk has built strong foundations this year, creating sustainable opportunities for young carers to feel seen, valued, and supported.

We helped launch 17 new young carer groups and enhanced 13 existing ones, delivering 135 group sessions in total. These safe spaces enable young carers to build friendships, grow in confidence, and share experiences. In addition, we ran 22 sessions in partnership with 10 community venues, such as libraries and Family Hubs, offering lighter-touch engagement for those new to support.

To strengthen awareness and early identification, we trained professionals across MHST, MAP and NHS teams. We also supported three schools to achieve the Young Carers in Schools Award, with more working towards accreditation—helping embed long-term change in education.

Our activity days provided vital respite during school holidays, when caring responsibilities often increase. We delivered 19 events across Norfolk, including museum visits, themed workshops, and a highlight trip to Pensthorpe, which welcomed 65 young carers. One participant summed it up: *"It was just what I needed today; best day of my life."*

## Employment and skills

This year we successfully embedded our Employability and Transitions offer, designed to support young carers at risk of becoming NEET. Thanks to strong promotion and outreach, referrals steadily increased through schools, partners, and community networks.

We supported 50 young carers—meeting 100% of our target—and held 103 focused sessions on CVs, applications, and local opportunities. Much of this support focused on preparing younger carers for college, including hands-on help with applications and open day visits to reduce anxiety and build confidence.

As our older caseload grew, we saw a rise in employment-focused support, and we anticipate further job readiness work in the year ahead. We also began forging links with local services to improve referrals, particularly in rural areas such as North and West Norfolk, where need is often higher.

Our work continues to evolve, but our goal remains clear: ensuring every young carer has the support they need to thrive—now and in the future.

**Our employment support for young carers**

**met 100%**

**of our target**

## A young carer's and their family's success story

BW, a young carer, supports both parents with long-term mental health challenges, which has affected her learning, speech, and emotional wellbeing. Once confident and outgoing, she struggled with low self-esteem, anxiety, and school attendance, carrying the emotional burden of her parents' wellbeing alongside past trauma.

Referred through school, BW received dedicated, child-led support from Voluntary Norfolk's Young Carers Matter service. Sessions focused on active listening, building self-esteem, and creating a safe space for her to explore her interests, aspirations, and worries. We also encouraged positive relationships with peers, trusted adults, and family.

The impact was immediate. BW engaged openly, expressing enthusiasm and confidence rarely seen at home or school. Her parents reported noticing a positive change, and we have since been invited to contribute to school transition planning, supporting both BW and her sibling.

Through this tailored, empathetic approach, BW has begun to feel supported, heard, and empowered in her caring role.

# SOS Bus

The SOS Bus looks after the safety, health and well-being of people visiting Norwich's city centre on Friday and Saturday nights. The service aims to reduce unnecessary Accident and Emergency visits, ambulance call outs and to free up police officer time, by offering a safe space with medical cover for anyone in emotional or physical distress. It also provides other help, such as free phone charging, bottled water, flip flops, advice and mental health support.

Voluntary Norfolk took the SOS Bus service on from Open Trust in 2019 in order to avoid its closure and has been committed to trying to maintain this service for the city of Norwich. Changes to the funding last financial year meant that it was no longer viable for us to continue to operate this service and instead we looked to set it up as its own charity which would be able to access grants and funding that a larger charity like Voluntary Norfolk would not be entitled to. As a result, we worked with the committed staff and volunteers to ensure that the SOS Bus service became an independent, financially viable, volunteer-led charity. This was successfully achieved in August 2024.



# Wellness on Wheels Bus

We continue to be contracted by the ICB to run the Wellness on Wheels (WOW) bus, which we run in conjunction with CJC Transport Consultants. The WOW bus travels across Norfolk and Waveney to support those who need extra help. It continues to deliver vital health checks, advice and signposting to thousands of residents across Norfolk & Waveney. What began in October 2021 as the SOS Bus—initially set up in response to COVID-19 to support vaccination of people experiencing homelessness—has grown into a broader wellness service. Through our partnership with the Integrated Care System, the WOW Bus focuses specifically on reaching those communities that are less likely to access health and care via conventional routes: inclusion health groups, rural populations and areas of higher deprivation.

In many of these underserved and rural communities, geographic distance, lack of transport, social isolation, stigma or simply being unaware of what services are available can all act as barriers to care. The WOW Bus addresses these by bringing services directly to where people live, work or gather — reducing both practical and psychological hurdles. Over time, this service has built trusted relationships with individuals who may face multiple barriers: for example, people experiencing homelessness or insecure housing. These connections enable the service to provide immediate health and wellbeing support, but also to signpost people into longer-term care and community resources, helping to reduce inequalities in health outcomes across Norfolk & Waveney.




# Getting people into work

Voluntary Norfolk's involvement in getting people back into work is focused on the Norwich area through 'Brighter Skills'. Brighter Futures is a pilot programme managed by Future Projects, with Voluntary Norfolk as a delivery partner. The service began in October 2024 and was originally commissioned to run for six months. In March 2025, the programme was granted an extension for a further nine months, allowing delivery to continue until 31 December 2025.

The project was specifically designed to reach individuals from underserved communities who face multiple barriers and are therefore farthest from the job market. By working together, the Brighter Futures team was able to hit the ground running, drawing on existing community networks and strong relationships across Norfolk's voluntary, community and social enterprise (VCSE) sector.

Since its launch, the team has been delivering outreach appointments, drop-in services and events at various locations across Norwich. By collaborating with staff from the wide range of VCSE organisations active in the city, our Employment Development Workers have been able to engage with individuals accessing services in areas such as housing, mental health, community hubs, schools, foodbanks, as well as through the Job Centre and The Forum.

By the end of the first delivery phase, on 31 March 2025, the programme had achieved the following:

- 138 participants engaged in total
- 11 successful exits, including participants who maintained employment following check-ins prior to case closure
- 36 participants awaiting initial appointments
- 31 people supported into education — more than double our original target
- 18 people taking part in work experience programmes
- 23 people gaining employment, including self-employment opportunities

In addition, the team has supported 145 people to address structural barriers to employment and skills. This has included help with issues such as accommodation, citizenship, finance



and debt, physical health concerns, family pressures and domestic abuse. Where specialist support has been needed, we have worked with trusted external organisations. Importantly, our approach goes beyond signposting. We ensure that individuals feel supported to engage fully, whether through warm introductions or by accompanying them to appointments.

A key focus of the project is upskilling participants in understanding employers' expectations. Recognising that every individual learns in their own way, we prioritise developing trust and engagement before introducing this element of learning. By tailoring support to each participant's needs, we are helping people not only move closer to employment but also build the confidence and resilience required to sustain positive change.

## MK's Story

MK's story is one of remarkable resilience. After suffering a stroke at the age of three, she was left with limited use of her left hand. Now a young woman living with her parents and nine siblings, MK has shouldered a huge share of responsibility at home. With both parents working full-time, she takes care of her younger siblings, including managing school runs. These responsibilities, combined with low confidence, became a barrier to finding employment.

Her family's financial struggles meant they sometimes relied on emergency food provisions. But when MK joined our **Brighter Futures** programme, things began to change. She took part in the Ripple Acts course, which proved to be a turning point. MK's confidence grew rapidly, and those around her noticed a remarkable transformation in her outlook and personality.

With new-found self-belief, MK started volunteering at the Baseline charity shop. She quickly thrived in her role, enjoying contact with customers and even finding the confidence to step in when someone attempted to steal from the shop.

Today, MK continues to work with Brighter Futures. She is actively job searching, reaching out to companies, and attending interviews with a confidence she never thought possible.

MK's journey shows what can be achieved when the individual determination is greeted by the right kind of support. With encouragement and tailored help, she has found the strength to overcome barriers, and is now building a brighter, more secure future for herself.



# Strengthening communities and improving lives through volunteering

Over the past ten years, apart from a short-lived peak in response to the COVID pandemic, there has been a steady decline in volunteering year-on -year, with the sharpest decline in the last year which saw a 7% drop. Research for our Vision for Volunteering strategy found that in terms of formal volunteering this translated into a reduction of £31 million a year for Norfolk. In addition, there is recent evidence that the average number of hours being given by volunteers has reduced significantly. In this context, the work of Voluntary Norfolk's volunteers proved invaluable in continuing to strengthen communities and improve lives.

## Norfolk and Waveney Community Support Service (NWCSS)

The Norfolk and Waveney Community Support Service (NWCSS) was commissioned in September 2023, replacing our previous Health & Wellbeing and Community Response services. Staff, volunteers, and expertise from these services were integrated into NWCSS, making the most of the skills already within the organisation.

NWCSS is a multi-agency model led by Voluntary Norfolk. In partnership with the British Red Cross and Age UK Norwich, we use a staff-and-volunteer approach to respond to service demand. The service provides short-term, practical support to address temporary issues, helping prevent escalation and potential hospital admissions. Referrals cover a wide range of needs, from emergency food parcels to support attending appointments or community groups. Wherever possible, we connect people with local networks to help them remain independent.



The service operates across Norfolk and Waveney, with strong links to acute hospitals and community services including adult social care, social prescribers, and physiotherapy teams. This is the first model of its kind in Norfolk, and our teams are working tirelessly to make it effective, solution-focused, and responsive.

Over the past year, we received more than 2,600 referrals, the majority of which were met through the support of our staff and volunteers. Volunteers contributed over 2,300 hours to the service during this period.

## A volunteer's story

We received a referral for a client recovering from a broken arm and lower back injury. She lived with her husband, who has dementia, and required short-term support with dog-walking and light household tasks.

Our team visited the couple to assess their needs and arranged a volunteer to provide assistance for four weeks until the client could manage independently. We also signposted local services for longer-term support. Over five weeks, our volunteer and staff visits ensured the client's home remained safe, tasks were completed, and both she and her husband had social contact during recovery.

The client reported feeling relieved and supported, saying she was "happy Sasha was getting outside for a walk." Volunteer Sarah reflected on the experience, highlighting the value of helping clients remain at home while making a meaningful difference in their lives.



*Volunteer Sarah with dog Sasha*

# East Coast Community Healthcare CIC

This is the sixth year that Voluntary Norfolk has partnered with East Coast Community Healthcare (ECCH) to provide volunteers. Volunteers continued to assist in a variety of roles across the organisation, ranging from supporting short term projects and one-off events, to providing ongoing regular assistance to staff and patients at a range of ECCH sites across Norfolk and Waveney, as well as to patients at home in the community.

This year the number of hours contributed by ECCH volunteers has more than doubled on the previous year, and we have seen the highest numbers of active volunteers and hours logged since our partnership with ECCH began. Across the various volunteer roles, 73 volunteers provided 2,895 hours of support, an increase from last year when 56 volunteers provided 1,353 hours.

Highlights from this year include:

- 5 different ECCH sites now have ongoing regular support from volunteers at their leg ulcer clinics
- In October 2024 the Looked After Children team started working with an admin volunteer for the first time, with great feedback from both the volunteer and the staff.
- In November 2024 the first volunteers started in roles to support ECCH in the transformation of Carlton Court, in partnership with JPUH
- Weekly patient activity sessions on Minsmere Ward began in February 2025, allowing volunteers to support the work of ECCH therapists by finding new ways to promote movement and activity in patients.
- During the year ECCH volunteers completed 286 surveys with patients over the phone to collect their feedback on ECCH services – over 3 times the number of surveys collected in 2023-24



As well as the invaluable contribution volunteers make to ECCH staff and patients, we have also seen some great examples over the past year of ways in which the volunteer program allows ECCH to contribute to the health of individuals in its local communities. The benefits some volunteers have reported have included increased confidence, the opportunity to learn about a career in healthcare and an increased sense of purpose.

## Our volunteers' stories

One of ECCH's clinic volunteers told us:

> *"As someone who suffers from mild to moderate mental health issues [volunteering at the clinic] allows me to feel "normal" and I feel a great sense of fulfilment after each voluntary shift. This feeling of fulfilment and self-confidence stays with me for days. I am also a carer for my Mum, and volunteering gives me a break from those responsibilities and a real feeling that I am making a difference to people."*

Another volunteer, who came to ECCH looking to improve his employability, told us:

> *"Volunteering at ECCH has benefited me in many ways. I lacked confidence in my skills, but volunteering has given me confidence in my abilities and transferrable skills. Furthermore, the team have been really helping and even given me access to training I wouldn't have previously been able to access, which will help reflect well on my CV. Also, the social element cannot be understated as a benefit. Feeling of use, meeting new people and getting along well with them all help lift mood which gives me more confidence in the future."*



# ERS Medical - Non-emergency Patient Transport

Our non-emergency volunteer drivers have continued to provide a professional, high-quality transport service to patients around the county and beyond. Our volunteer drivers use their own cars to provide door-to-door transport to essential, non-emergency medical appointments across East Anglia. This reduces the cost to the health service, as otherwise these patients would have to travel by ambulance or even by taxi.

At the end of the 2024-25 financial year, Voluntary Norfolk had 54 active volunteer drivers. This compared to 49 active drivers at the end of the previous financial year. Throughout the year, 433,068 miles driven (up from 430,642 miles the previous year), completing a total of 11,470 (down from 12,536 journeys in 2023-24), ensuring that people who needed to travel to and from a hospital or other medical venue were able to do so.

Operationally, the big change happened at the start of October 2024, when Voluntary Norfolk stopped working with ERS Medical and started working with HTG due to a change in contract. The main difference was that the new contract with HTG covered Norfolk and Waveney, rather than just Norfolk. The transition has gone smoothly and for the most part the service remains the same.

**Our volunteers drove**

**433,068 miles**

**to get patients to essential medical appointments**





## Anne's Story

For one of Voluntary Norfolk's newest non-emergency patient transport volunteers, the decision to get involved was deeply personal. Her father's experience with dialysis—long journeys, early pick-ups and tiring appointments—highlighted the importance of comfort and care from the moment patients leave home until they return.

Motivated to make a difference, she joined Voluntary Norfolk's transport service, initially in partnership with ERS Medical and now with HTG, providing safe, reliable, and personalised journeys for patients. The role allows her to offer practical support while ensuring a positive experience for those attending hospital appointments.

Volunteering has also brought unexpected benefits. She enjoys meeting people from all walks of life and hearing their stories, while exploring parts of Norfolk she might not have otherwise discovered. She highlights the supportive on-boarding process, flexible scheduling, and professional, friendly staff who make planning and adapting to changes straightforward.

Reflecting on her experience, she says, "I get huge satisfaction from knowing I've helped someone get to their appointment on time and in comfort." Her story demonstrates the real difference volunteering can make for both patients and volunteers alike.

# Norfolk Community Health and Care NHS Trust

The NCH&C Volunteer Service, delivered by Voluntary Norfolk, employs a team of staff who recruit, train and manage volunteers to provide support in clinical and administrative settings in community hospitals and clinics across Norfolk. At the end of the 2024-25 financial year, our service had 134 (up from 128 last year) registered volunteers with a further 67 in various stages of recruitment and on-boarding.

Over the course of the year, volunteers contributed a significantly increased amount of their time (approximately 6% more hours compared with the previous year) across a range of roles logging a total of 7,832 hours across 78 different volunteer placements.

The roles our NCH&C volunteers undertook included:

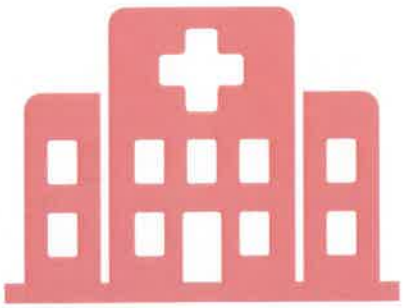
- Providing companionship to in-patients
- Supporting patients in activity and therapy groups
- Supporting with simple, practical tasks on wards, such as lunch menus, cleaning touch points, stocking up everyday items
- Assisting patients at mealtimes, following successful completion of the appropriate training
- Meeting and greeting patients arriving for clinics and giving directions
- Assisting with basic administrative tasks such as the collation of patient packs
- Telephoning patients to collect vital feedback on their experiences
- Helping to tidy gardens on NCH&C sites, through basic gardening tasks
- Supporting reception teams with check-in and welcome processes
- Tidying stockrooms, and putting new stock away
- Supporting the rollout of the new NHS standard uniform by sorting deliveries for distribution to NCH&C sites
- Helping at large scale Community Assessment Days across the county

The NCH&C Volunteer Service supports a wide range of volunteering roles across the Trust, not only 'patient-facing' roles but also 'behind the scenes' roles such as helping out in clinical stockrooms. The impact of these 'unseen' roles is significant. Typically, 30-35 hours per week of clinician time Trust-wide is saved due to routine stockroom tasks being completed by 'unsung heroes' like Grant (who shares his story with us, below) working away in the background.

The NCH&C Volunteer Service team look forward to another year of enabling our fantastic volunteers to make a vital contribution to the NHS in their communities.

**Our NCH&C volunteers logged a total of**

**7,832 hours**



## Grant's volunteering story

> *I would definitely recommend volunteering with NCH&C to others. My role brings the enrichment of satisfaction of helping others back to a normality of life after having a stroke.*
> **Grants**



*NCH&C Volunteer Grant*

Grant's journey into volunteering began after redundancy in 2017, which led to a period of poor mental health. Supported by the mental health crisis team, he later chose to give back to the NHS through Voluntary Norfolk's Primary Care Volunteering project.

Starting in a GP surgery in 2019, Grant now volunteers at Norwich Community Hospital, where he manages medical supplies behind the scenes. His meticulous work ensures shelves and drawers are restocked, products are organised for easy access, and expiry dates are checked. This support saves clinical and administrative time and directly aids nursing and therapy teams in caring for patients efficiently.

Grant finds the role rewarding for both his wellbeing and fitness, appreciating the social contact and sense of purpose it provides. Staff praise his dedication and reliability, noting the significant impact his work has on the smooth running of services.

Grant hopes sharing his story will inspire others to volunteer. He says, "It is great to feel wanted again… I look forward to Wednesday each week as it is time to go to work again."

**Stockroom volunteers typically save**

**30-35 hours**

**of clinician time every week**



# CBR Business Solutions:
## Professional Support Services for Charities, Social Enterprises and Businesses

CBR Business Solutions is the trading arm of Voluntary Norfolk, with operating profits providing an important source of unrestricted income.

We provide essential HR support, DBS checks, Payroll and Auto Enrolment services to around 500 organisations across England and Wales. Our clients range from small local charities to large SMEs, and we are proud to deliver high-quality services through our experienced and knowledgeable team.

## DBS checks

CBR Business Solutions facilitate all levels of DBS disclosures as well as a whole suite of pre-employment checks, including right to work, social media checks, financial checks, employment history verification checks, overseas criminal record checks, driver checks, and National Insurance checks as well as a range of identity verification checks. We also now offer an 'Update Service monitoring check', meaning that for the first time we can link up with, and benefit from, the DBS' Update Service.

Our old platform, (OD), has been retired and all our clients are online and using the 'KYP' (Know Your People) platform, following a successful switch-over.

## Payroll service

We take care of the payroll needs of our clients, who choose to outsource this function due to capacity, lack of in-house skills or relevant software.

Every month, we pay the salaries to 950 payees in 80 discreet customer payrolls (an increase in both from the previous year), taking into



account individual pension requirements, adjustments, statutory payments, tax codes, deductions, tax and National Insurance.

We also process and send relevant documentation for clients such as payslips, pension letters, P45s and P60s, returns to HRMC and schedules for pension providers.

## Human resource (HR) consultancy

Our Consultants who are Members of the Chartered Institute of Personnel and Development (MCIPD) provide a flexible, professional HR service on all aspects of HR management. Whether clients need help with on-boarding, contracts of employment, policies and procedures, training, performance management, restructures, ill health and capability, disciplinary and grievance processes, consultations or redundancies or other HR related matters, our qualified consultants can assist. We act as Investigating Officers in case of complex disciplinary and grievance investigations. We also offer professional Workplace Mediation and Coaching services via our HR consultants. Currently, we are supporting around 82 charities and organisations through our Annual HR Contract and also a number of Consultancy clients.

## Jobs Board

We support the VCSE sector in Norfolk to find the right candidates, by advertising job vacancies on the Jobs Board and offering preferential rates for the online job search portal, Jobs24. This helps organisations reach a wider pool of potential candidates interested in working in the charity sector.

> *"It's certainly been a challenging few months and a steep learning curve. We are so grateful for your expertise and support us all throughout this difficult time. Your responsiveness, clarity and compassion have been so vital in guiding us through uncharted (and unwanted) waters. You have helped us abide by the formal process without losing sight of our company values in supporting our hard-working staff members."*
>
> **Consultancy SME client in Cambridge**

# Financial review

## Key points

Voluntary Norfolk remains in a strong financial position. Its free Reserves exceeded the target level at the end of the year despite significant one-off expenditure on moving offices and transforming the management arrangements. However, the challenges for 2025-26 are securing sufficient funding to meet core costs and formulating and managing the transition to a new strategy for the organisation. The Board has agreed and is implementing a plan for the year which addresses these issues. We received a 'clean' audit report for the year.

## Accounting policy

Nearly all income is received in the form of payments for delivering services to the Norfolk community, either in the form of grants or as sums payable for service contracts. On the basis of discussion and advice, the Board decided to modify the accounting treatment of these two types of income. From this year onwards, grant income will remain Restricted in accordance with charity law while income derived from service contracts will become Unrestricted but Designated by the Trustees, (see Note 1.13). Of course, the expenditure of income from service contracts will be bound by the terms of each contract. The distinction between these classifications of income is shown in Note 14, with the opening position for the year restated.

## Financial performance

During the year, total income decreased by 2.46%, from £4,463,978 in 2023-24 to £4,353,966. Total expenditure on charitable activities also decreased - by 12.07%, to £4,171,455 compared with £4,744,006 in the previous year. Consequently, income exceeded expenditure by £182, 541 compared with a deficit of £280,028 in 2023-24. However, within these overall sums, Unrestricted expenditure exceeded Unrestricted income by £89,640. This was largely caused by the one-off expenditure on the office move and management restructuring. Restricted funds increased by £272,181.

There are two noteworthy aspects within our income. The total sum for the Volunteering for Heath contract (£319,387) has been appropriately accounted for in 2024-25 even though delivery will take place over more than one year, (see Note 10). CBR Business Solutions supported the charity's net income by £33,700 (2023-24: £6,727) on a 7.3% increase in turnover.

On the expenditure side, there was a reduction of £338,217 (11.9%) on staff costs in line with the reduction in the average number of employed staff, (see Note 6).

## Financial outlook

At the beginning of 2025-26, Voluntary Norfolk was in a healthy position, (see Note 14). Its funds related to planned service delivery amounted to £701,486 compared with £470,317 on 1 April 2024. However, the contribution to core costs was projected to fall short of budgeted expenditure. The Board agreed a plan to address this deficit, underwritten by adequate free Reserves of £390,848. The Finance Committee and the Board are keeping this situation under close review and intend that a balance be restored by 1 April 2026 partly by diversifying income streams.

# Financial health

Total reserves at year-end stood at £1,092,334, up 20.07% from £909,793 in 2023-24. The level of Undesignated funds within Unrestricted Reserves amounted to £390,848. The Charity's current Reserves Policy targets three months' essential operating costs. As of 31 March 2025, free Reserves exceeded this target by 2.67 months, reflecting a prudent financial position amid public sector funding pressures. The auditors and Trustees had no hesitation in certifying that the Charity a 'going concern'.

# Risks

The principal financial risk remains the expiration of fixed-term service agreements and the challenge of securing new contracts and grants. These are closely monitored by the Executive Team and the Board. The charity faces no pension-related financial risk, operating a defined contribution scheme.

# Compliance

All financial returns have been filed on time. The Charity continues to demonstrate effective financial management, aligned with its strategic objectives.

# Structure, governance and management

## Constitution

Voluntary Norfolk is both a company limited by guarantee and a registered charity. The year of formation of the original organisation was 1969. The company limited by guarantee and registered in England and Wales was formed 4 November 2005. Charitable registration was achieved on 11 November 2005.

Our governing document is a Memorandum and Articles of Association. The charity's objective is to promote any charitable purposes for or including the benefit of the community in the United Kingdom and in particular Norfolk and Waveney, the East of England and its neighbourhood and, in particular, the advancement of education, community and social services, the protection of health and the relief of poverty, distress and sickness.

In addition, it promotes and organises co-operation in the achievement of the above purposes and, to that end, to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

## Trustees

The Board of Trustees are the charity's trustees and the legal directors of the company. They are elected or co-opted under the terms of the Articles of Association. A formal process of induction is given to all trustees as well as training as appropriate. The trustees meet as a Board six times a year and are the key personnel in terms of directing and controlling the charity. Reporting to the Board, the Finance Committee is responsible for advising on all financial matters. This includes recommending a draft annual budget and reserves policy, monitoring progress against the approved budgets and assessing financial risk and identifying appropriate mitigation. The Head of Finance is key in supporting the Committee's role. The Chair is a qualified and experienced finance professional. All the trustees give of their time freely and no trustee received remuneration within the year.

At time of writing there are seven trustees with three new trustees joining over the course of the year, as anticipated last year to complement and increase the skills of the existing team, while two decided to step down. The current Board brings a collective wealth of knowledge and experience of voluntary sector and private sector delivery, management and governance. It is anticipated that in 2025-26 at least one further trustee will be sought to increase knowledge in particular in financial matters.

## Management

Day-to-day responsibility for running the organisation is delegated by the Trustees to the CEO. Alan Hopley was Chief Executive until 31 May 2024. He was succeeded by Lucy de las Casas who stepped up from her role as Director of Development to become interim Chief Executive before Michael Kitching started on 16 July 2024.

The Chief Executive is supported in the running and development of the organisation by a management team of Directors. This year, there have been significant changes in the organisation's senior staff structure. Up to January 2025, there were directors overseeing Voluntary Sector Infrastructure, Operations, Finance and Development. Now there are two directors – one for Partnerships and Influencing and the other as Chief Operating Officer.

The pay of the senior management is reviewed annually and normally in accordance with National Joint Council guidelines. The Chief Executive's salary is reviewed utilising recruitment consultants and external benchmarking to attract the appropriate calibre of candidate.

The trustees, CEO and management team in 2024-25 were assisted by an external consultant to develop, review and update policies and procedures to ensure we meet the highest quality standards.

## Risk management

A risk management register is in place to assist in identifying vulnerable areas of the organisation, which we have completely overhauled over the last year. Individual risks are identified at programme level and escalated, where appropriate, into the higher-level corporate risk register, which captures and monitors the organisation's overarching strategic risks. Identified risks are properly managed and we are satisfied that systems and procedures are in place to mitigate the organisation's exposure to the major risks.

## Cooperation with other charities in pursuit of charitable objectives

We are strong advocates for working with other charities and organisations. In our infrastructure provision we work in partnership with Community Action Norfolk and the Norfolk Community Foundation as well as FUSE and NCAN. In our delivery of services we had a range of partners in 2024/25 including Shoebox Community Hub, Out There Arts, The Benjamin Foundation, Bridges, Age UK Norwich and British Red Cross and others. We also work closely with Norfolk County Council, local authorities, the Integrated Care Board and other NHS organisations to develop and improve services that benefit our clients and help us achieve our charitable objectives.

We would like to express our profound thanks to all the individuals and organisations who have supported Voluntary Norfolk and the work we have undertaken over the course of the last twelve months.

# Progress against plans and future plans

In this section we report back against the plans we presented last year and lay out our plans for the coming year.

A significant proportion of our work is ongoing services or projects, as presented in this report. We will continue to deliver these services, looking for opportunities to improve and develop them and working closely with partners and commissioners to ensure the best possible outcomes. Here we focus on plans that are new or additional to delivery of our existing work.

The tables below present an update on progress against our plans for 2024-25 and further plans agreed for the coming year.

## Reporting back against 2024-25 plans

| Area of work / Context | Aims for 2024-25 | What does success look like? |
|---|---|---|
| **Infrastructure** | Sustain and evolve Empowering Communities partnership to meet new sector needs and commissioning intentions. | An innovative and creative partnership-based VCSE sector support programme, able to support and stretch the sector to build capacity and able to respond to changing needs. |
| | Embed Vision for Volunteering collaborative work plan across Norfolk stakeholders, further extending reach into health and care. | A system wide approach to working with and supporting volunteers, which is based on good practice and is effectively resourced, based on collective system ambitions. |
| | Build the Momentum Children and Young People's support programme, to strength youth voice and sector collaboration. | A vibrant programme of sector support initiatives that support children and young people in Norfolk to flourish through a resilient youth sector. |

| Area of work / Context | Aims for 2024-25 | What does success look like? |
|---|---|---|
| **Services** | Strengthen our unpaid Carers provision for all ages. | Successful evaluation of the Parent Carers pilot service, evidencing the need for future commissioning. Successful transitioning into our new Young Carers service building on co-production and ensuring the voice of Young Carers is heard. |
| | Rebuild our Employability provision. | Gaining employability contracts following the cessation of European Social Fund to ensure we offer holistic services to people, supporting them back into employment. |
| | Secure the future of the SOS Bus as an independent service following cessation of ICB funding for the service | SOS Bus service transitions to an independent volunteer-led CIO, continuing to support those needing assistance on nights out in Norwich |
| **Development and sustainability** | Retain and develop services and projects that will be recommissioned in 24-25 | Established services and projects that demonstrate value and effectiveness continue to operate, whilst adapting to changing needs where relevant. |
| | Diversify funding sources, particularly increasing grant funding income where it can enhance provision. | Grant funding enables us to build on and enhance existing offerings to clients / VCSE organisations, and to innovate to better meet the needs of communities. |
| | Explore partnerships and new ways of working that will deliver value to clients and the VCSE sector. | Opportunities explored – and where appropriate taken forward - to enhance our delivery working with other organisations in the VCSE sector and wider system. |
| **Internal development** | Move main (Norwich) office to another location | A move to better quality offices that meet changed, hybrid working needs, and make cost savings. |
| | Embed new HR system and build usage of different elements | HR system bring efficiencies and improvements to internal processes |

We are pleased to announce that in almost every area, we have achieved our goals as can be seen in the sections above outlining the achievements of the various strands of the organisation. Diversifying our income streams remains ongoing and will undoubtedly continue into the next financial year and beyond. The one area where we have not achieved the aim we expressed in 2023-24 is gaining new employability contracts. During the year 2024-25, a strategic decision was made to focus on our core offer rather than bidding for contracts that would dilute it. Nevertheless we remain committed to working with other organisations and sharing both our experience in this area and our unique offer, to support those looking to get (back) into work in Norfolk and beyond, as can be seen in our work with the Brighter Futures project.

# Future plans for 2025-26

| Area of work / Context | Aims for 2025-26 | What does success look like? |
|---|---|---|
| **Programmes** | Improve processes and procedures | SOP and KPIs in place for each operational team |
| | Ensure safeguarding practices and processes are fit for work | Safeguarding procedures and statutory requirements all met for 2026. |
| | Ensuring commissioned projects meet the requirements of their delivery contracts | No projects in review by commissioners by March 2026 |
| **Partnerships and Influencing** | Research into fundraising audiences | Data to inform a move into fundraising programming |
| | Raise our first funds from Trusts and Foundations | Circa £80k raised from Trusts and Foundations |
| | Secure our first corporate partnerships | Circa £30k raised from Corporate sources |
| | Research into brand identity, strategy and positioning | Branding Project Launching in 2026 informed by high quality data |
| **Core – internal development and culture change** | • Build on staff survey results to reimagine a new culture at Voluntary Norfolk<br>• Governance Reviews at Non-Executive and Executive levels<br>• Finance Procedures Refresh | • Staff Survey follow up early 2026 showing significantly improved metrics<br>• New ways of working established at leadership levels of organisation. Automations and practices that better enable decision making.<br>• A renewed board of trustees |

| Area of work / Context | Aims for 2025-26 | What does success look like? |
|---|---|---|
| **VCSE Sector Support** | That the VCSE sector in Norfolk is more resilient and better placed to respond to increased demand and the multiple challenges it is facing<br><br>That, through the leadership of the Empowering Communities Partnership and the Sector Support Team, the VCSE sector works together to influence social and economic policies and processes that impact on organisation sustainability<br><br>That the benefits and increased wellbeing of volunteering are available to everyone at every stage of their lives | • More organisations engage with the Sector Support Team's networks, information channels and events;<br>• Organisations report that they have benefited from attendance and the support received;<br>• Organisations' staff and volunteers increase skills and knowledge through the Get Involved Skills Hub.<br>• The August 2025 Open Letter to Stakeholders and Statutory Partners in Norfolk promoting 'a Shared Commitment to Partnership with the VCSE Sector' results in positive responses to the 12 'asks';<br>• The Sector Support Team has 'a seat at the table' of influential and decision-making groups such as the VCSE Assembly, Business Board, etc;<br>• The VCSE Leadership Network continues to grow and have its voice heard.<br>• The Volunteering for Health project increases volunteering in primary healthcare settings, and identifies ways to make volunteering more inclusive;<br>• Norfolk & Waveney Vision for Volunteering harnesses cross-sector knowledge and experience by actively promoting volunteering to increase the pool of willing and able volunteers;<br>• The membership and effectiveness of Get InVOLved Norfolk volunteer recruitment platform increases |

# Reference and administrative details

| | |
|---|---|
| **Current trustees** | David Walker (Acting Chair)<br>Robert Hetherington<br>Mark Hitchcock<br>Vivienne Clifford-Jackson<br>Ian Morrison - appointed 9 October 2024<br>Stephen Wright - appointed 9 October 2024<br>Tessa Haskey - appointed 5 February 2025 |
| **Resigned this year** | John Archibald - resigned 5 February 2025<br>Josephine Smithson - resigned 5 February 2025 |
| **Company registered number** | 05616120 |
| **Charity registered number** | 1112017 |
| **Registered office** | Voluntary Norfolk<br>Units 4-6<br>83-87 Pottergate<br>Norwich<br>Norfolk<br>NR2 1DZ |
| **Chief executive officer** | Michael Kitching |
| **Independent auditors** | Larking Gowen LLP<br>1st Floor Prospect House<br>Rouen Road<br>Norwich<br>NR1 1RE |
| **Bankers** | Bank of Scotland Plc<br>33 Old Broad Street<br>London Branch<br>PO Box 1000<br>BX2 1LB |
| **Solicitors** | Leathes Prior<br>74 The Close<br>Norwich<br>Norfolk<br>NR1 4DR |

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

David Walker
.....
**David Walker**
Chair of Trustees
Date: 6 November 2025.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK

### Opinion

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK (CONTINUED)

### Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Due to the field in which the Charity operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; safeguarding; GDPR; and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including frauds and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK (CONTINUED)

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Larking Gowen LLP

**Julie Grimmer FCA DChA (Senior statutory auditor)**
for and on behalf of
**Larking Gowen LLP**
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Norwich

Date: 19 November 2025

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

| | Note | Restricted funds 2025 £ | Unrestricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 2 | **3,502** | **108** | **3,610** | *6,400* |
| Charitable activities | 3 | **1,882,194** | **2,468,192** | **4,350,386** | *4,457,578* |
| **Total income** | | **1,885,696** | **2,468,300** | **4,353,996** | *4,463,978* |
| **Expenditure on:** | | | | | |
| Charitable activities | 4 | **1,613,515** | **2,557,940** | **4,171,455** | *4,744,006* |
| **Total expenditure** | | **1,613,515** | **2,557,940** | **4,171,455** | *4,744,006* |
| **Net movement in funds** | | **272,181** | **(89,640)** | **182,541** | *(280,028)* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward (as restated) | | **207,118** | **702,675** | **909,793** | *1,189,821* |
| Net movement in funds | | **272,181** | **(89,640)** | **182,541** | *(280,028)* |
| **Total funds carried forward** | | **479,299** | **613,035** | **1,092,334** | *909,793* |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 63 to 79 form part of these financial statements.

**VOLUNTARY NORFOLK**
**(A company limited by guarantee)**
**REGISTERED NUMBER: 05616120**

## BALANCE SHEET
## AS AT 31 MARCH 2025

| | Note | | 2025 £ | | 2024 As restated £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 8 | | **2,014** | | *3,021* |
| Tangible assets | 9 | | **40,095** | | *16,440* |
| | | | **42,109** | | *19,461* |
| **Current assets** | | | | | |
| Debtors | 10 | **1,092,303** | | *827,769* | |
| Cash at bank and in hand | | **1,608,739** | | *1,622,705* | |
| | | **2,701,042** | | *2,450,474* | |
| Creditors: amounts falling due within one year | 12 | **(1,650,817)** | | *(1,560,142)* | |
| **Net current assets** | | | **1,050,225** | | *890,332* |
| **Total net assets** | | | **1,092,334** | | *909,793* |
| **Charity funds** | | | | | |
| Restricted funds | 14 | | **479,299** | | *207,118* |
| Unrestricted funds | 14 | | **613,035** | | *702,675* |
| **Total funds** | | | **1,092,334** | | *909,793* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

David Walker
Chair of Trustees
Date: 6 November 2025.

The notes on pages 63 to 79 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2025

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **37,361** | *110,933* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(51,327)** | *(2,143)* |
| **Net cash used in investing activities** | **(51,327)** | **(2,143)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **(13,966)** | **108,790** |
| Cash and cash equivalents at the beginning of the year | **1,622,705** | *1,513,915* |
| **Cash and cash equivalents at the end of the year** | **1,608,739** | *1,622,705* |

The notes on pages 63 to 79 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Voluntary Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### 1.2 Company status

The company is a private company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The registered office of the company is Units 4-6, 83-87 Pottergate, Norwich, Norfolk, NR2 1DZ.

#### 1.3 Going concern

The Trustee's have considered Voluntary Norfolk's financial and operational position at the time of signing the financial statements.

The Trustees continue to be fully engaged with commissioners, local authorities and funders with regard to a number of new, extended and/or expanded service offers.

The Trustee's have considered a period of twelve months from the point of signing these financial statements and, considered the level of on-going funding, strength of our offer in respect of contract renewals, engagement with commissioners on new emerging programmes and the financial strength and level of funds within the charity.

Based on the above the Trustees' confirm it is appropriate to prepare the accounts on the going concern basis.

#### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 1. Accounting policies (continued)

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

### 1.6 Intangible assets and amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Website | - | % 20% Straight line |

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

| | |
|---|---|
| Short-term leasehold property | - 16.6% |
| Motor vehicles | - 20% |
| Fixtures and fittings | - 25% |
| Office equipment | - 25% |
| Computer equipment | - 33.3% |
| Database and search engine | - 33.3% |

## 1. Accounting policies (continued)

### 1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

### 1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 1.12 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

## 1. Accounting policies (continued)

### 1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 2. Income from donations and legacies

| | **Restricted funds 2025 £** | **Unrestricted funds 2025 £** | **Total funds 2025 £** |
|---|---|---|---|
| Donations | 3,502 | 108 | **3,610** |

| | *Restricted funds 2024 £* | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Donations | *5,334* | *1,066* | *6,400* |

## 3. Income from charitable activities

| | Restricted funds 2025 £ | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Health | 669,854 | 1,853,253 | **2,523,107** |
| Communities | 1,149,751 | 61,000 | **1,210,751** |
| Employment | 62,589 | - | **62,589** |
| Finance and Resources | - | 553,939 | **553,939** |
| | 1,882,194 | 2,468,192 | **4,350,386** |

| | *Restricted funds as restated 2024 £* | *Unrestricted funds as restated 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Health | *753,112* | *1,946,544* | *2,699,656* |
| Communities | *739,647* | *86,562* | *826,209* |
| Employment | *400,602* | - | *400,602* |
| Finance and Resources | - | *531,111* | *531,111* |
| | *1,893,361* | *2,564,217* | *4,457,578* |

## 4. Analysis of expenditure on charitable activities

### Summary by fund type

| | Restricted funds 2025 £ | Unrestricted funds 2025 £ | Total 2025 £ |
|---|---|---|---|
| Health | 745,783 | 1,892,837 | **2,638,620** |
| Communities | 813,540 | 62,428 | **875,968** |
| Employment | 54,192 | - | **54,192** |
| Finance and Resources | - | 602,675 | **602,675** |
| | 1,613,515 | 2,557,940 | **4,171,455** |

## 4. Analysis of expenditure on charitable activities (continued)

### Summary by fund type (continued)

| | *Restricted funds as restated 2024 £* | *Unrestricted funds as restated 2024 £* | *Total 2024 £* |
|---|---|---|---|
| Health | *939,301* | *1,880,895* | *2,820,196* |
| Communities | *812,398* | *75,028* | *887,426* |
| Employment | *400,602* | - | *400,602* |
| Finance and Resources | - | *635,782* | *635,782* |
| | *2,152,301* | *2,591,705* | *4,744,006* |

## 4. Analysis of expenditure on charitable activities (continued)

### Summary by expenditure type

| | Staff costs 2025 £ | Depreciation 2025 £ | Other costs 2025 £ | Total 2025 £ |
|---|---|---|---|---|
| Health | 1,481,931 | - | 1,156,689 | **2,638,620** |
| Communities | 443,191 | - | 432,777 | **875,968** |
| Employment | 39,753 | - | 14,439 | **54,192** |
| Finance and Resources | 528,258 | 28,679 | 45,738 | **602,675** |
| | 2,493,133 | 28,679 | 1,649,643 | **4,171,455** |

Included in Finance and Resource costs above is £54,043 in relation to Governance costs in the year (2024: £73,973).

| | *Staff costs 2024 £* | *Depreciation 2024 £* | *Other costs 2024 £* | *Total 2024 £* |
|---|---|---|---|---|
| Health | *1,587,521* | - | *1,232,675* | *2,820,196* |
| Communities | *397,315* | - | *490,111* | *887,426* |
| Employment | *315,135* | - | *85,467* | *400,602* |
| Finance and Resources | *531,379* | *10,808* | *93,595* | *635,782* |
| | *2,831,350* | *10,808* | *1,901,848* | *4,744,006* |

## 5. Auditors' remuneration

| | **2025 £** | *2024 £* |
|---|---|---|
| Fees payable to the company's auditor for the audit of the company's annual accounts | **13,810** | *12,650* |
| Fees payable to the company's auditor in respect of: | | |
| All non-audit services not included above | **3,615** | *1,703* |

## 6. Staff costs

| | 2025<br>£ | 2024<br>£ |
|---|---|---|
| Wages and salaries | **2,203,105** | *2,499,232* |
| Social security costs | **188,714** | *216,351* |
| Contribution to defined contribution pension schemes | **101,314** | *115,767* |
| | **2,493,133** | *2,831,350* |

During the year, redundancy and termination payments were made totalling £41,145 (2024: £31,909).

The average number of persons employed by the company during the year was as follows:

| | 2025<br>No. | 2024<br>No. |
|---|---|---|
| | **88** | *100* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2025<br>No. | 2024<br>No. |
|---|---|---|
| In the band £60,001 - £70,000 | **1** | - |
| In the band £70,001 - £80,000 | **-** | *1* |

The staff costs for the employee in the banding above is in respect of gross wages.

The Key Management Personnel of the charity is represented by 9 (2024: 6) members of the senior leadership team together with the 6 unpaid trustees. KMP compensation including employers national insurance costs amounted to £272,554 (2024: £328,672).

## 7. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totaling £NIL were reimbursed or paid directly to Trustee *(2024 - £14)* in respect of travel costs.

## 8. Intangible assets

| | Website £ |
|---|---|
| **Cost** | |
| At 1 April 2024 | **18,063** |
| At 31 March 2025 | **18,063** |
| **Amortisation** | |
| At 1 April 2024 | **15,042** |
| Charge for the year | **1,007** |
| At 31 March 2025 | **16,049** |
| **Net book value** | |
| At 31 March 2025 | **2,014** |
| *At 31 March 2024* | *3,021* |

## 9. Tangible fixed assets

| | Short- Term leasehold property £ | Fixtures, fittings and office equipment £ | Fixtures, fittings and office equipment £ | Database & search engine £ | Total £ |
|---|---|---|---|---|---|
| **Cost or valuation** | | | | | |
| At 1 April 2024 | **78,509** | **15,235** | **57,295** | **27,097** | **178,136** |
| Additions | **25,323** | **-** | **11,303** | **14,701** | **51,327** |
| Disposals | **(78,509)** | **-** | **(57,225)** | **(7,684)** | **(143,418)** |
| At 31 March 2025 | **25,323** | **15,235** | **11,373** | **34,114** | **86,045** |
| **Depreciation** | | | | | |
| At 1 April 2024 | **78,509** | **6,094** | **57,250** | **19,843** | **161,696** |
| Charge for the year | **4,221** | **9,141** | **3,068** | **11,242** | **27,672** |
| On disposals | **(78,509)** | **-** | **(57,225)** | **(7,684)** | **(143,418)** |
| At 31 March 2025 | **4,221** | **15,235** | **3,093** | **23,401** | **45,950** |
| **Net book value** | | | | | |
| At 31 March 2025 | **21,102** | **-** | **8,280** | **10,713** | **40,095** |
| *At 31 March 2024* | *-* | *9,141* | *45* | *7,254* | *16,440* |

## 10. Debtors

| | 2025 £ | *2024 £* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **622,579** | *712,005* |
| Prepayments and accrued income | **469,724** | *115,764* |
| | **1,092,303** | *827,769* |

Other debtors includes grant income receivable for Volunteering for Health of £319,387. This income has been recognised within the charity's restricted Communities income for the year, and will be spent over the terms of the agreement.

## 11. Assets held for third parties - Payroll floats

Bank and cash balances include assets held for third parties comprising of payroll floats held for the purposes of executing payroll duties on behalf of clients.

The corresponding liability to return payroll floats is recognised in other creditors as set out in note 13 below.

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| Balance at 1 April 2024 | **841,920** | *693,172* |
| Amounts acquired | **869,870** | *841,920* |
| Amounts repaid | **(841,920)** | *(693,172)* |
| | **869,870** | *841,920* |

## 12. Creditors: Amounts falling due within one year

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| Trade creditors | **35,188** | *102,813* |
| Other taxation and social security | **93,988** | *95,020* |
| Other creditors | **1,208,970** | *1,115,297* |
| Accruals and deferred income | **312,671** | *247,012* |
| | **1,650,817** | *1,560,142* |

## 13. Accruals and deferred income

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| Deferred income at 1 April 2024 | **154,595** | *61,770* |
| Resources deferred during the year | **258,951** | *154,595* |
| Amounts released from previous periods | **(154,595)** | *(61,770)* |
| **Deferred income at 31 March 2025** | **258,951** | *154,595* |

## 14. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2024 as restated £ | Income £ | Expenditure £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Service Delivery Funds | **263,199** | **1,914,253** | **(1,955,265)** | **222,187** |
| **General funds** | | | | |
| Finance and resources | **439,476** | **554,047** | **(602,675)** | **390,848** |
| **Total Unrestricted funds** | **702,675** | **2,468,300** | **(2,557,940)** | **613,035** |
| **Restricted funds** | | | | |
| Communities | **83,417** | **1,150,398** | **(813,538)** | **420,277** |
| Employment | **-** | **62,589** | **(54,193)** | **8,396** |
| Health | **114,560** | **672,709** | **(736,643)** | **50,626** |
| Restricted fixed assets | **9,141** | **-** | **(9,141)** | **-** |
| | **207,118** | **1,885,696** | **(1,613,515)** | **479,299** |
| **Total of funds** | **909,793** | **4,353,996** | **(4,171,455)** | **1,092,334** |

The Trustees have carried out a detailed review of the funds generated by the charity by the delivery of services. Following this review, Trustees have concluded that the funds generated are not subject to restrictions. As a result these funds have been reclassified as unrestricted. The trustees are mindful of the potential for additional costs arising where service agreements end. In view of this, the Trustees consider it appropriate to designate these funds and for them to be maintained separately from the charity's general reserves. Any accumulated surpluses are only transferred to general funds once Trustees are comfortable that all liabilities have been settled in full once the service activity has concluded.

The impact of this reclassification of funds is for opening restricted funds to reduce by £263,199 with a corresponding increase in designated funds. There is no impact on the charity's free reserves.

## 14. Statement of funds (continued)

### Statement of funds - prior year

| | *As restated Balance at 1 April 2023* £ | *As restated Income* £ | *As restated Expenditure* £ | *As restated Transfers in/out* £ | *As restated Balance at 31 March 2024* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Service Delivery Funds | *186,016* | *2,033,106* | *(1,998,873)* | *42,950* | *263,199* |
| **General funds** | | | | | |
| Finance and resources | *481,551* | *532,177* | *(635,782)* | *61,530* | *439,476* |
| **Total Unrestricted funds** | *667,567* | *2,565,283* | *(2,634,655)* | *104,480* | *702,675* |
| **Restricted funds** | | | | | |
| Communities | *151,982* | *739,945* | *(812,398)* | *3,888* | *83,417* |
| Employment | - | *400,602* | *(400,602)* | - | - |
| Health | *358,085* | *758,147* | *(893,304)* | *(108,368)* | *114,560* |
| Restricted fixed assets | *12,188* | - | *(3,047)* | - | *9,141* |
| | *522,255* | *1,898,694* | *(2,109,351)* | *(104,480)* | *207,118* |
| **Total of funds** | *1,189,822* | *4,463,977* | *(4,744,006)* | - | *909,793* |

As disclosed in the current year statement of funds, a reclassification of restricted funds has been made to designated funds. This has been applied retrospectively as a prior year adjustment to these accounts, and the impact of this reclassification of funds is for closing 2024 restricted funds to reduce by £263,199 with a corresponding increase in designated funds. There is no impact on the charity's free reserves.

## 15. Summary of funds

### Summary of funds - current year

| | Balance at 1 April 2024 £ | Income £ | Expenditure £ | Balance at 31 March 2025 £ |
|---|---|---|---|---|
| Designated funds | **263,199** | **1,914,253** | **(1,955,265)** | **222,187** |
| General funds | **439,476** | **554,047** | **(602,675)** | **390,848** |
| Restricted funds | **207,118** | **1,885,696** | **(1,613,515)** | **479,299** |
| | **909,793** | **4,353,996** | **(4,171,455)** | **1,092,334** |

### Summary of funds - prior year

| | *As restated Balance at 1 April 2023 £* | *As restated Income £* | *As restated Expenditure £* | *As restated Transfers in/out £* | *Balance at 31 March 2024 £* |
|---|---|---|---|---|---|
| Designated funds | *186,016* | *2,033,106* | *(1,998,873)* | *42,950* | *263,199* |
| General funds | *481,551* | *532,177* | *(635,782)* | *61,530* | *439,476* |
| Restricted funds | *522,255* | *1,898,694* | *(2,109,351)* | *(104,480)* | *207,118* |
| | *1,189,822* | *4,463,977* | *(4,744,006)* | - | *909,793* |

## 16. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Restricted funds 2025 £ | Unrestricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Tangible fixed assets | - | 40,095 | **40,095** |
| Intangible fixed assets | - | 2,014 | **2,014** |
| Current assets | 697,766 | 2,003,276 | **2,701,042** |
| Creditors due within one year | (218,467) | (1,432,350) | **(1,650,817)** |
| **Total** | 479,299 | 613,035 | **1,092,334** |

## 16. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Restricted funds As restated 2024 £* | *Unrestricted funds As restated 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Tangible fixed assets | *9,141* | *7,299* | *16,440* |
| Intangible fixed assets | - | *3,021* | *3,021* |
| Current assets | *334,836* | *2,115,638* | *2,450,474* |
| Creditors due within one year | *(136,859)* | *(1,423,283)* | *(1,560,142)* |
| **Total** | *207,118* | *702,675* | *909,793* |

## 17. Reconciliation of net movement in funds to net cash flow from operating activities

| | **2025 £** | *2024 £* |
|---|---|---|
| Net income/expenditure for the year (as per Statement of Financial Activities) | **182,541** | *(280,028)* |
| **Adjustments for:** | | |
| Depreciation charges | **27,672** | *9,801* |
| Amortisation charges | **1,007** | *1,007* |
| Decrease/(increase) in debtors | **(264,534)** | *237,735* |
| Increase in creditors | **90,675** | *142,418* |
| **Net cash provided by operating activities** | **37,361** | *110,933* |

## 18. Analysis of cash and cash equivalents

| | **2025 £** | *2024 £* |
|---|---|---|
| Cash in hand | **1,608,739** | *1,622,705* |
| **Total cash and cash equivalents** | **1,608,739** | *1,622,705* |

## 19. Analysis of changes in net debt

| | At 1 April 2024 | Cash flows | At 31 March 2025 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | 1,622,705 | (13,966) | 1,608,739 |
| | 1,622,705 | (13,966) | 1,608,739 |

## 20. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £101,314 (2024: £115,767). At the year end £Nil (2024: £Nil) remained payable.

## 21. Operating lease commitments

At 31 March 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2025 | *2024* |
|---|---|---|
| | £ | £ |
| Not later than 1 year | 38,250 | - |
| Later than 1 year and not later than 5 years | 49,406 | - |
| | 87,656 | - |

## 22. Related party transactions

Vivienne Helen Clifford-Jackson, a trustee of Voluntary Norfolk is a director for Healthwatch Norfolk. During the year ended 31 March 2025, Voluntary Norfolk invoiced Healthwatch Norfolk £4,706 (2024: £1,632) in relation to Job adverts and HR services. A balance of £534 was due to the charity from Healthwatch at 31 March 2025 (2024: £267).

David John Walker, a trustee of Voluntary Norfolk is a director of Into Opera. During the year ended 31 March 2025, Voluntary Norfolk invoiced Into Opera £24,765 (2024: £29,814) in relation to payroll services. A balance of £2,609 was due to the charity from Into Opera at 31 March 2025 (2024: £Nil).

Peter Mark Hitchcock, a trustee of Voluntary Norfolk is a director of Norfolk Citizens Advice. During the year ended 31 March 2025, Voluntary Norfolk invoiced Norfolk Citizens Advice £10,442 (2024: £5,242) in relation to Job adverts, DBS checks and service charges. A balance of £401 was due to the charity from Norfolk Citizens Advice at 31 March 2025 (2024: £534). Norfolk Citizens Advice invoiced Voluntary Norfolk £13,606 (2024: £33,410) in relation to referral services for the Carers Matter Norfolk project. A balance of £Nil was owed to Norfolk Citizens Advice at 31 March 2025 (2024: £3,485).

**VOLUNTARY NORFOLK**

England & Wales - Charity number 1112017

# Accounts

VOLUNTARY NORFOLK

# Annual Report 2023-2024

**Chair's introduction: John Archibald**

It is my privilege to introduce this annual report, highlighting the tangible difference our organisation makes to the lives of individuals and communities across Norfolk, thanks to the hard work of our staff, the dedication of our volunteers, and the breadth of our partnerships.

2023-24 was very much defined by the economic and social issues facing the country, from which Norfolk and its communities were not immune. The 'cost-of-living crisis' had a major impact on the people we work with, often exacerbating social factors such as loneliness, social isolation and the of unpaid carers. Our services have continued to deliver great work supporting people when they need help the most: those struggling with social isolation and loneliness through our Better Together Norfolk team; the many unpaid carers of all ages across Norfolk; and those needing assistance on nights out in Norwich through our SOS Bus service. We were particularly pleased to be able to pilot a service for parent carers, and to win a new contract to support young carers and families shaped by feedback from young carers. Unfortunately, in common with many across the country, there was an end to EU funding for our established and successful employment and skills team getting people back into training or work. Although our delivery capacity has reduced in this area, we retain considerable of knowledge and expertise and expect to rebuild our employment and skills support offer going forward as funding comes available.

Our volunteering offer continued to evolve and our volunteers have been instrumental in strengthening their communities, in particular by supporting clinical staff in healthcare settings and helping prevent hospital admissions in the first place – something made even more important by the well-publicised challenges facing the NHS in the last year. We were proud to launch the Norfolk and Waveney Community Support Service in partnership with Age UK Norwich and British Red Cross. This provides short-term practical support to people leaving hospital and in the community and is an evolution of the covid response service we established in 2020 during the pandemic.

The year was also challenging for the Voluntary, Community and Social Enterprise (VCSE) sector with the cost-of-living crisis leading to a 'cost-of-giving crisis' and NCVO reporting 25% of VCSE groups struggling to meet the increased demands on their services, and 20% set to struggle to continue to operate in the winter of 2023-2024. We remain committed to ensuring Norfolk has a thriving VCSE sector by helping recruit and train volunteers for other voluntary groups and by providing them with the tools, resources and small grants they require. A highlight of the year was the development of a Vision for Volunteering for Norfolk and the continued growth of our Get InVOLved Norfolk volunteering portal. Our Freshly Greated team have continued to lead new artistic and cultural initiatives in Great Yarmouth that enable communities to thrive. They have put on hundreds of exciting events over the year attracting tens of thousands of people from some of the most deprived areas of the town. Our trading arm – CBR Business Solutions – has continued to provide high quality and trusted professional support to organisations and bring in unrestricted income to support Voluntary Norfolk's work.

During this financial year, Alan Hopley, the long-serving CEO of Voluntary Norfolk, announced he would retire at the end of May 2024. He has headed the organisation for the last nine years. Serving as a Chief Executive of a voluntary organisation is a tough job at the best of times. In recent years, Alan navigated Voluntary Norfolk through the Covid epidemic, huge extra demand on services, and a cost-of-living crisis. His legacy is an organisation that is well placed to meet the challenges of the future. Voluntary Norfolk says farewell to a first-class chief executive. The voluntary sector says farewell to a very able ambassador, with a wealth of knowledge, who has championed the role and importance of the VCSE sector in Norfolk. Trustees started a recruitment process for a new CEO and appointed Michael Kitching to start in July 2024.

Looking back on our last financial year, we are very proud of the positive difference Voluntary Norfolk has made helping individuals and serving communities across the county and beyond. It has been a challenging year financially but, despite the challenges, this year's strong performance in so many areas of our work gives us the confidence to achieve even more in the years ahead, continuing to improve lives and strengthen communities across Norfolk.

**Trustees' report**

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2023 to 31 March 2024. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives. The activities in respect of furthering the charity purpose are described in our Objectives and Activities section below.



**Organisational objectives**

The vision, mission and aims for Voluntary Norfolk have been defined as follows:

Our vision

- Connected, resilient and compassionate communities where people work together to improve lives.

Our mission

- To enable local people and communities to thrive and reach their potential.
- To deliver innovative solutions through effective partnerships.
- To ensure the voices of volunteers and voluntary organisations are represented.

Our aims

- Inspire and enable people to volunteer, take social action and make a difference.
- Deliver innovative and integrated services in partnership with voluntary, public and private sectors.
- Support the development and voice of community groups, charities and social enterprises.
- Achieve sustainable growth.

The leadership team has regular discussions to prioritise organisational objectives to ensure they meet the needs of those we work with, namely the people and communities of Norfolk and beyond.

**Activities and achievements**

Over the last financial year Voluntary Norfolk has continued to deliver a variety of projects and services in support of our purposes and aims. The following section details the projects and services that were operational during 2023-24 and fall within one of five key areas of work for Voluntary Norfolk:

- Building a thriving voluntary, community and social enterprise sector
- Leading new initiatives that enable communities to thrive
- Supporting people when they need help the most
- Getting people into work
- Strengthening communities and improving lives through volunteering

**INFOGRAPHICS PAGE**

We successfully supported 59% of our clients in our employment and skills services into work, job searching or training

Over 35,000 people attended our Freshly Greated events in Great Yarmouth

Our Better Together Life Connectors offered 5,642 hours of peer support to those struggling with loneliness

We supported the Men's Shed network grow in Norfolk: There are now 29 Men's Sheds in Norfolk (with a further 4 in development) - more than in London

Our Christmas hamper campaign saw 150 hampers go to people struggling with the cost-of-living crisis in the Great Yarmouth area

Our Carers Matter Team completed 89 Carers Breaks referrals, which provided much needed respite for unpaid carers

Our SOS Bus service helped over 2919 people on nights out in Norwich and was named 'Team/Community Group of the Year' at the EDP's Stars of Norfolk and Waveney Awards.

Our volunteers dedicated c.14,000hours of their time to strengthening our communities

Our non-emergency patient transport volunteers clocked up 430,642 miles taking people to medical appointments – almost the distance to the moon and back!

Over 4,800 volunteers are now registered on our volunteering portal – GetInVOLved Norfolk (over twice as many as last year)

We developed and launched the "Vision for Volunteering" – a volunteering strategy for Norfolk

**Glossary**

BTN – Better Together Norfolk, Voluntary Norfolk's loneliness and social isolation service supporting those in Broadland, Great Yarmouth, Norwich and South Norfolk.
CAN – Community Action Norfolk is an organisation which engages with the VCSE sector in Norfolk. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.
CMN – Carers Matter Norfolk is the service that supports adult carers in Norfolk, which Voluntary Norfolk is one of the partners in.
CBR Business Solutions – Voluntary Norfolk's trading arm that provides DBS, Payroll and HR services to organisations and companies around the country.
ECCH - East Coast Community Healthcare is a social enterprise providing NHS community health and social care services across Norfolk and Suffolk, largely in the Waveney area around Lowestoft and Beccles.
ESF – The European Social Fund is a European Union funded scheme that helps millions of Europeans improve their lives by learning new skills and finding better jobs.
FUSE - FUSE supports social enterprises in Norwich. Voluntary Norfolk works with them as part of the Empowering Community Partnership.
NCAN – Norfolk Community Advice Network is a Norfolk-wide partnership of advice and community experts. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.
NCF – Norfolk Community Foundation is a charity dedicated to building stronger communities and improving the lives of people in Norfolk. Voluntary Norfolk works alongside them as part of the Empowering Communities Partnership.
NCH&C – Norfolk Community Health and Care provides community health and care services across Norfolk.
NCVO – A membership community for charities, voluntary organisations and community groups in England, which Voluntary Norfolk is part of.
VCSE – Voluntary, Community and Social Enterprises (formerly known as the tertiary sector and can sometimes be referred to as VCFSE to include faith-based groups or organisations).
YCM – Young Carers Matter, a partnership of organisations led by Voluntary Norfolk to identify and support young carers around Norfolk.

## Building a thriving VCSE sector

A core aspect of Voluntary Norfolk's work is supporting and enabling the wider VCSE sector in Norfolk to thrive. This work is carried out by our Communities team. They have three key purposes:

- Providing and facilitating support to VCSE groups and organisations in Norfolk
- Advocating for and supporting the diversity of VCSE voices across the sector and enabling them to be heard by key audiences and stakeholders
- Promoting and enabling volunteering

Within the Communities team there are a number of different work strands:

Empowering Communities

Voluntary Norfolk continues to be a lead delivery partner in the Empowering Communities Partnership (ECP). The partnership covers the whole of Norfolk and through its members (VN, CAN, NCF, NCAN and FUSE Norwich) represents a rich body of contacts, experience, local and specialist knowledge. Given the ongoing challenges that VCSE organisations are facing, from rising costs to increasing demand for many services, and difficulties in recruiting volunteers and paid staff, this integrated and joined-up approach provides effective and easy-to-access support.

Voluntary Norfolk Network

Voluntary Norfolk has recognised that inclusive and responsive networks, that harness expertise from across this diverse sector, are the most effective way of helping organisations thrive.
Regular newsletters and frequently updated Padlets (online notice boards) enable networkers to access a wide range of information, training opportunities, webinars, and resources.
The popularity of this approach is demonstrated by the 25% increase in the Voluntary Norfolk Network membership over the year (from 290 to 362 members). As members have become used to the padlets their usage of this has increased dramatically. Views in the most recent quarter increased by 132% (1911) compared to the first quarter (825 views).

One member commented "*how fantastic this resource is, it is genuinely really helpful for someone managing a charity like me to have all of these opportunities presented like this*."

Norfolk VCSE Leadership Network

This Network, delivered by Voluntary Norfolk and CAN as part of Empowering Communities, supports those in leadership roles within Norfolk's VCSE sector by creating a space for relationships to develop and experiences to be shared, providing peer support which informs and strengthens collective influencing.

In Autumn 2023 the network was relaunched to reflect these views and since then we have held two 'hybrid' sessions on the themes of Inclusive Leadership and Collective Influencing. These events have been attended by a total of 50 people. The Leadership Network has grown from 50 to 89 members, an increase of 78%.

*"Thank you for providing the opportunity to come together with other leaders and share ideas, celebrating the impact of the VCSE sector."*

Workshops and Networking Events

Central to our support offer for VCSEs are networking events and workshops which take place online and face-to-face around Norfolk. This year, Voluntary Norfolk put on 16 such events which were attended by 301 people. Our networking events are designed to bring together local VCSE stakeholders to collaborate, share challenges and solutions, and make connections in an informal setting. Topics have included: engaging young people in volunteering; developing your volunteering strategy; workplace wellbeing for VCSEs, and cost of living crisis impact on VCSEs.

Many attendees have provided positive feedback:
*"The trainers were extremely knowledgeable and offered differing perspectives and ideas to bring into the workplace."*
*"Thanks for organising a great event. Valuable time spent away from the day to day to discuss with other voluntary sector organisations the challenges facing North Norfolk and to be able to network.*

Vision for Volunteering

Since the impact of the pandemic in 2020 there have been many changes to the volunteering landscape in Norfolk, and across the UK. To understand the nature of these changes, the implications for volunteer involving organisations, and how Voluntary Norfolk and the Empowering Communities Partnership can provide the necessary support to the sector, the VCSE Support team led on the development of a **Norfolk Vision for Volunteering**. A countywide research project involved almost 500 people through online surveys, discussion groups and one-to-one interviews, as well as detailed desk research. The Norfolk Vision for Volunteering was approved by the Public Sector Leaders Board and launched at an event in Norwich in November 2023. Over 70 guests from the public, private and third sectors discussed the importance of volunteering for the wellbeing of the county and made pledges to support the Vision within their organisation and more widely.

Following the launch there has been a programme of workshops to support organisations to review and develop their own volunteering strategy to be more inclusive and accessible. Alongside this Voluntary Norfolk has established a strategic steering group and a working group of representatives from VCSE organisations and statutory bodies to take forward the Norfolk Vision for Volunteering. An action plan will ensure that a collaborative approach, shared resources and expertise, and more joined-up initiatives will lead to real change over the coming years.

Get InVOLved Norfolk

Voluntary Norfolk has continued to support organisations in recruiting volunteers through an active and popular outreach programme. In the last year the communities team also responded to 485 individual enquiries relating to volunteering.
Launched in July 2022 our volunteering portal, **Get InVOLved Norfolk** is almost two years old and has proved very popular with organisations seeking volunteers, and with new and returning volunteers who are able to find a huge range of volunteering opportunities.

- Almost 110,000 unique visitors have used the site (up from 49,600 last year) since its launch, an average of 5,000 visits per month.

- The number of registered volunteers has increased by 2,927 to bring total potential and existing volunteers to 4,853 – an increase of 57% over the year.
- Not for profit organisations registered on the platform and currently seeking volunteers has risen by 166 to 363.
- There have been 1,414 volunteer opportunities posted on the site to date, and the total applications to volunteering opportunities are 5,279.



To put these figures into context, the number of volunteers registered on the previous volunteer platform was 825 in March 2022.

Employer supported volunteering

Employer supported volunteering enquiries have steadily risen, and the corporate Volunteering page has had 1,858 views since its creation and 10 businesses and corporates have joined the platform to source their regular corporate volunteering opportunities.

Recently, Kier and Norwich City Football Club supported Break with outdoors tasks at their children's homes.

*"I just wanted to say a big thank you for allowing us to volunteer with Break. We all had a wonderful time, and we hope that you are now enjoying the changes to the garden."* Norwich City Football Club
*"We had a very productive meeting with Kier yesterday about how we can support each other going forward, so I really appreciate you linking us initially."* Break

Norfolk Volunteer Passport

The Norfolk Volunteer Passport is a short course delivered for Voluntary Norfolk by Adult Learning that provides volunteers with an introduction to volunteering and the knowledge to help them find new roles more quickly. 27 learners completed the course over the year, either online or face-to-face for Wells Community Hospital in North Norfolk and Out There Arts in Great Yarmouth, bringing the total to 92 learners. They have been supported by Adult Learning and the VCSE Support team to progress their volunteering journey to volunteering roles, further training and employment.

*"I learned a lot and the course was most informative and covered many areas."*
*"Good course to take."* Learners at Great Yarmouth

Support for Sanctuary Seekers

In 2023 Voluntary Norfolk secured funding from NAVCA to develop infrastructure support for local organisations that support and help refugees and asylum seekers. This funding supported Norwich

City of Sanctuary to extend its role in the city and also to work with local groups to develop three pilot Towns of Sanctuary in Norfolk. Following research and local discussions the market towns of Diss, Watton and Dereham were identified as the most suitable locations and local steering groups were helped to establish themselves.

In addition, the Voluntary Norfolk team worked in partnership with New Routes Integration to set up a pilot project to support sanctuary seekers in Norwich into volunteering. Organisations were invited to identify roles that would be suitable for sanctuary seekers, where they would receive appropriate support and would not need to have DBS checks, and attended a meeting to share any concerns and what roles they would make available. A dedicated members' only webpage on Get Involved Norfolk features these volunteering roles.

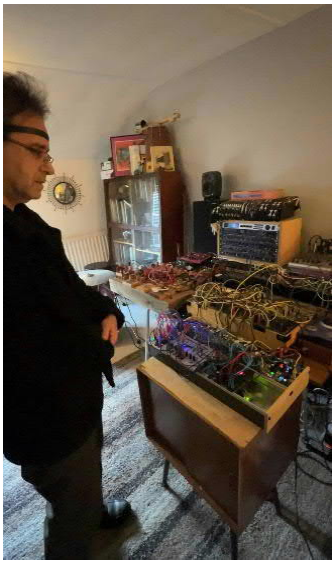
Momentum



Through the Momentum team, Voluntary Norfolk is continuing to provide specialist support to voluntary and community organisations working with children and young people to help them build resilience.

Over the last two years, Momentum's Youth Work Network have restarted in person meetings. These have attracted a total of **63** youth work professionals from over 30 organisations. Topics discussed that were put forward by the network included; mental health & wellbeing, youth isolation and loneliness, and social media and internet awareness. Momentum also ran a number of workshops and training events which attracted attendees from **47** different organisations across Norfolk. There are approximately **800** people signed up to the Momentum Youth Work Network Mailing list from over **300** different organisations.

Momentum's small grants programme continued in 2023-24 thanks to funding of £15,000 from Norfolk Children's Services to support youth work in Norfolk. A hugely successful element of the Momentum grants and funding process is that all grant applications are assessed by Young Commissioners from the Youth Advisory Boards operating in each district area. They have a good understanding of what is needed in their area. A total of **£4,651.90** was spent over the **11** successful grant applications and Momentum training this year. One of the beneficiaries this year was **Musical Keys** in Norwich, which used their grant of £500 towards new brainwave music controller! The group said that *"This has been a hugely exciting project for us so far and we can't wait to see what happens when our focus group start making music!".*

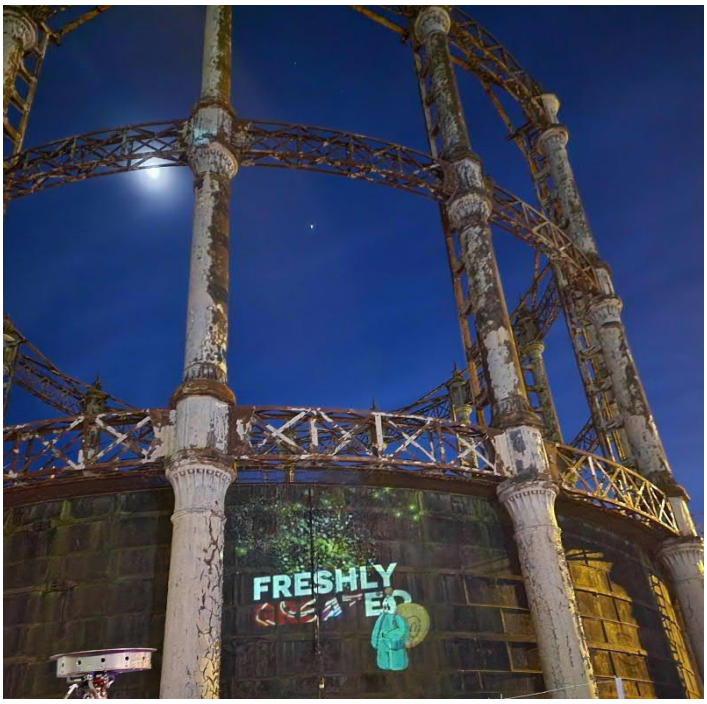


Over the year we took the decision to move the administration of our small grants programme to our local grant experts at Norfolk Community Foundation. Moving the fund to the Foundation, means that Momentum can focus on what it is best at, and groups can get more support from dedicated grants officers.

The Voluntary Sector Forum (Children, Young People and Families) has continued to meet on a quarterly basis with members hearing important updates from Statutory

colleagues. Information is shared with approximately 90 members who are registered as Voluntary Sector Forum members.

## Leading new initiatives that enable communities to thrive




Voluntary Norfolk is the lead partner in the Freshly Greated project, which seeks to build and improve the community arts offer in Great Yarmouth to enable communities to come together and thrive in new and engaging ways through the medium of arts and culture. Voluntary Norfolk has a strong tradition of building and supporting communities across Norfolk since we started as an organisation over 50 years ago.

The Freshly Greated team continues to work in three of the most deprived neighbourhoods of the borough: Cobholm and Southtown (Great Yarmouth), Nelson Ward and the Barrack Estate (Great Yarmouth) and the Magdalen Estate (Gorleston). The aim remains that, when the funding for this project ends, it will have a lasting impact because of the work it has done getting the community engaged and local volunteers involved.

We made some significant changes to our approach in 2023-24, guided by evaluation findings, working even harder to ensure we reach the widest range of different audiences and maintain the community voice and local relevance in all activities we produce. This ranged from working with some specific target groups such as a Men's Mental Health group, integrating the older generations, and setting up a new producer group aimed specifically at those with English as a second language. Based on feedback and developments from previous years, we have also created a model for some community producers to be able to plan and produce their own events to give them greater ownership whilst supporting development of skills in leading creative activities in the future. As a result, each of these neighbourhoods have volunteers that have come forward to work with the team on the project. We also have a "young producer" group for fourteen to eighteen-year-olds across the area.

Some of the highlights in the last twelve months have been the:

- 9 Community Festivals and Events
- 16 "producer meetings"
- 33 music gigs and workshops for 14-18 year olds
- 34 community maker sessions
- 164 community producers who came forward
- 1760 hours given up by volunteers (valued at £18,480)
- 35,202 people attending our events



The project continues to go from strength to strength with successful funding bids continuing to ensure its pioneering nature and benefits to the wider community. New projects have also started. From January 2024, "Our Space" was launched running creative sessions twice a week at Peggotty Road Community Centre in Great Yarmouth for 14-18 year olds. In the first 3 months we have recruited 20 new members to join this group from the Nelson Ward area (a deprived part of the town). Not only have we had great numbers attend, but the change in these young people already has been remarkable. Several have volunteered at Freshly Greated events, running activities and helping to set up and evaluate events and a few are now registered with Volunteer It Yourself (an organisation that challenges people to learn trade and employability skills by helping to fix local community spaces and places in need of essential repairs) and helping the team there to modernise the kitchen at the community centre.

***A community producer's story***

***Shirelle has become a community producer for Freshly Greated, helping get put on events in Great Yarmouth that enable the community there to thrive. She explains what motivated her to get involved and what she has got out of it:***

*"*I think it was at first the skateboarding workshops. I didn't think it was a volunteering thing. I'd never heard of it. So coming to those workshops then realising that we can help do things like this... It just seemed fun... You always feel equal. Just because you're volunteers it doesn't make you feel any less than anyone that gets paid for a job... We get involved a lot more in different community activity." She continued how she had made "lots of friends from all different communities."

## Supporting people when they need help the most

Voluntary Norfolk continues to lead and deliver services that ensure that people across Norfolk get support when they need help the most – everything from assisting carers, young carers and their families to offering help to those struggling with loneliness and social isolation.

Better Together Norfolk

Our Better Together Norfolk service is an integral part of helping to alleviate loneliness and social isolation across our commissioned area of delivery (Norwich, South Norfolk, Broadland, and Great Yarmouth). The service aims to the reduce barriers that cause loneliness, offer opportunities for social interaction through groups and volunteering and, where needed, provide one-to one support for individuals, helping them decide on a person-centred plan that is tailored to their needs.



The importance of this service is demonstrated in the high number of referrals that we have received for 2023-24. This has again increased from previous years. Over the last year Better Together Norfolk has accepted into the service 710 new referrals (up from 511 last year). Typically, the length of time that a Life Connector is engaged with clients is around 6 months on a one-to-one basis, although this can vary depending on the level of interventions needed.

In addition to our one-to-one work, the Better Together Norfolk service delivers peer support, helping clients to shape and deliver groups across our commissioned area. Over the last year this has amounted to 5,642 hours of peer support, supporting over 1000 more individuals. Through BTN we also support the Men's Shed Network in Norfolk. There are currently 29 Men's Sheds in Norfolk with another 4 in development (and a further 5 in early stages of discussion) - more than the whole of greater London - which makes it the most advanced shed network in the UK.

We had a couple of initiatives during the year, one of which was the slow cooker appeal and we managed to raise £2,000 through our just giving page to fund slow cookers for clients. We also ran our Christmas hamper campaign, which saw 150 hampers go to people within the Great Yarmouth area. This was a huge success and within one week of our go live date we had allocated all our hampers, which highlights the impact that the cost-of-living crisis has had and how many people it has affected.

***Our clients' stories***

*'It's a brilliant service. It was of huge value to me, and I would recommend it to anyone. It has helped me with my outlook on life'.*

*"The group has saved my life. Until I joined, I always felt alone and misunderstood about my bipolar. I love the group so much and consider a lot of the others (attendees) friends who don't judge me and understand what I'm going through"*

*'My Life connector was a great support to me over the year that I had with (them). (They've) helped me get to a good place mentally by encouraging and pushing me towards activities and signposting me to other agencies with the correct support I needed, which then turned into goals for my future."*

Carers Matter Norfolk

This year, Voluntary Norfolk launched a pilot Parent Carers Matter service, alongside our existing Young Carers Matter Service and delivery role in the adult Carers Matter services. This means that Voluntary Norfolk now provides a source of specialist information and support for all unpaid carers across Norfolk, whether as adults carers, parent carers or young people.

Carers Matter Norfolk adult service

Voluntary Norfolk is a delivery partner in the Carers Matter Norfolk adult service, delivering statutory Carers Assessments and support to adults throughout Norfolk on behalf of Norfolk County Council. Our role is to support carers to maintain their caring role, through providing support to access health and wellbeing grants, counselling services and carers breaks, as well as meeting their needs in other ways (such as signposting to external agencies or other Voluntary Norfolk services) and attending appointments. This is a vital role to unpaid carers, who often feel lonely and isolated.

In 2023-24 we received a total of 339 referrals to the Community Team from the Advice Line. Of these new referrals we completed 318 Assessments, which looked at the individual carer needs focusing on health, wellbeing, finance, employment, and from this we were able to create a personalised action plan for support, which was shared with each carer. This year we have had a particular focus on strength-based work, and ensuring that we provide our carers with all the information that they need in order to sustain the role in the longer term.

Support included.

- 204 Health and Wellbeing referrals,
    - 78 of those referrals were for providing goods, such as hoovers, fridges, beds, mattresses, and microwaves.
    - 95 Holistic Remedies, counselling services and massages.
    - 31 Gift vouchers purchased for use in health clubs, nail and hair salons and relaxation services.
- We also completed a total of 89 Carers Breaks referrals which provided much needed respite for the person in the caring role.

***Carers' Stories*** *(anonymised to maintain confidentiality)*

*'S' advised his counselling sessions with Caring Together has changed his life immensely. S, now feels able to communicate with their partner effectively and form boundaries to hold a healthy relationship with them. S, said he cannot overstate how helpful they have been.*

*S.M. has found that our support has given her peace of mind during some of her darkest hours. It's been 'so meaningful' that we have been there to offer her a helping hand.*

One of our staff reports on how they supported a client:

*"'B' represents the reasons why we provide this service: they are selfless and don't wish to burden people with their problems.*

*"Prior to meeting B, I do not believe she would have had the confidence to have Carers Breaks or invest in a mattress that would elevate their own physical and mental wellbeing. It has been very rewarding to speak with B and hear them talk enthusiastically about the excursions they have been able to take and how they have been able to get a better nights' sleep.*

*"B extends their thanks and praise to the service, explaining how accessing Carers Breaks, obtaining a new mattress as well as support in booking appointments and accessing financial advice has made them feel like they are not alone, and that there are people out there who care and understand."*

Young Carers Matter

This year, the Young Carers & Families team continued to make a positive difference in the lives of young people who take on caring responsibilities for loved ones. We do this by lightening the load, helping young shoulders carry less and giving them more time to simply be children. Overall, we believe in a holistic approach to remove and reduce inappropriate and excessive caring from the young person. Working with our delivery partners around the county we created spaces for them to enjoy their childhood, build positive relationships, and feel less isolated.

In 2023-24 our reach grew significantly. We directly and indirectly supported over 1,416 young carers, those they care for, and family members. This includes identifying 718 new young carers, with one third (264) in the crucial focus age for early identification (5-9 age group) of young carers.These figures were similar to last year. However, families' needs are evolving, especially amidst the ongoing cost-of-living crisis. Consequently, we adapted our services to address these changes, focusing more on how we can put money back into the pockets of families through grant applications, support to access debt management and benefits.

A third of families we support involve a young person caring for someone with a physical disability, often parents needing assistance. Additionally, a quarter of young carers we see support siblings with learning difficulties. These young carers often provide more emotional support, especially if they share a living space.

Mental health needs are also rising among both young people and families. This is shown by the high number seeking our services for mental health support. Notably, many of the young carers themselves struggle with mental health. Due to this, we increased the 1:1 support for young people while connecting them with child and adolescent mental health services.

Over 678 young carers in Norfolk have thrived thanks to one-on-one support, engaging group activities, and the chance to connect with peers through our dedicated delivery partners across the county. A recognised wellbeing assessment (PANOC) showed that 75% of these young people felt the service significantly improved their overall wellbeing.

Voluntary Norfolk's team of Family Support Workers worked directly with over 150 families to co-create action plans that built resilience within the family, reduced the caring role for the young

person and strengthened the wider support network. Recognising the importance of social networks, we partnered with Voluntary Norfolk's Better Together Norfolk service to help adults who were isolated or lonely to reconnect with their communities and build self-esteem. We also worked alongside the adult Carers Matter Norfolk service to enable adult carers within the family to find support for their own caring role and to build stronger support networks, enabling them to take a greater caring role and reducing the burden on the young person.

**A Young Carer and their Family's Success Story**

In Autumn 2023 we worked with a family of three where there was a history of domestic abuse, the single parent (Mum) struggled with her mobility due to several conditions and had very poor mental health. The family lived in unsuitable housing which did not meet Mum's physical needs and had increased her sense of isolation as she could not leave the home easily to meet others.

The eldest of two children is the young carer and she supported with general household duties on a regular basis and providing emotional support to Mum, as well as supporting her younger brother with suspected ADHD, who struggled with emotional outbursts.

Recognising the strain on the family at initial triage, the family were referred to the Voluntary Norfolk Family Support team. The worker sat down with the family, including the young carer and together they identified opportunities to help - support for the young carer to join groups, professional guidance for the young carer at school, being able to go away as a family and support to increase everyone's emotional resilience. Mum also identified that she would like the chance to connect socially, access domestic abuse services, and address her own care needs.

A grant application secured a fun family trip to Legoland, creating new memories and a break from the daily routine. Referrals were made to assess both Mum's and the family's needs: care support for Mum was arranged, behaviour support for the younger brother, and emotional resilience coaching. The team worked with Better Together Norfolk to enable Mum to access their service where she was connected with social opportunities, joining groups and even leading sessions, boosting her confidence.

The support didn't stop there. Our Family Support Worker arranged for The Salvation Army to provide Christmas gifts, easing their financial pressure. Mum, empowered by regained confidence, started therapy and connected with domestic abuse support specialists.

The impact was clear. Mum received the care she needed, facilitating a move to a more accessible home. The young carer received emotional support, both at home and school, making their role easier to manage. Mum found a network of friends, lessening the feeling of isolation. The family dynamic shifted, becoming stronger and more resilient.

With newfound support systems in place, the family is well-equipped to face challenges and embrace a brighter future.

Parent Carers Matter

Voluntary Norfolk, in collaboration with Norfolk County Council (NCC), launched a pilot Parent Carer service this year. Recognising the vital role parents play in supporting children with additional needs or disabilities, this service offers a lifeline of information, advice, and connection.

Working with Family Voice Norfolk and NCC, we revamped the Parent Carer Needs Assessment process. This improved system has allowed us to conduct essential assessments for parents across the county, enabling them to access the support they deserve. NCC has also adopted this new process for their own teams supporting parents of disabled children.

Whether facing financial challenges, navigating education complexities, or simply seeking a break and peer support, parents can find a listening ear and practical assistance with our dedicated team. The support workers tailor their expertise to each parent's unique needs through one-on-one support. The team provide:

- Connecting the Dots: Bridging the gap by helping families understand available services and connect them with the most relevant resources.
- Practical Assistance: Alleviating burdens by offering help with tasks like letters, reports, or forms.
- Benefits and Resources: Connecting parents with specialists who can assist with benefit applications. Additionally, our support workers can access grants and explore flexible work options with employment advisors.
- Education and School Decisions: Empowering parents to make informed decisions about their child's future, offering support from easing communication with schools to tackling educational challenges.
- Connecting with Professionals: Acting as a bridge, facilitating connections with the professionals families might need.
- Advocacy and Empowerment: Equipping families with the knowledge and confidence to advocate for themselves and their children.
- Simply Being There: Sometimes the most valuable support is a listening ear and a sense of understanding.

The service's impact goes beyond individual support. Since its launch in September 2023, we facilitated eight thriving parent carer support groups across the county, with more (including online options) on the horizon. These groups foster a sense of community, allowing families to share experiences, exchange tips, and build a network of support and understanding. The Parent Carer service has also already connected with and supported over 190 parents. This project marks a significant step forward in supporting Norfolk's families. Voluntary Norfolk is committed to ensuring that parent carers have the resources and connections they need to thrive.

SOS Bus




Voluntary Norfolk has continued to run the SOS Bus service which looks after the safety, health and well-being of people visiting Norwich's city centre on Friday and Saturday nights. The service aims to reduce unnecessary Accident and Emergency visits, ambulance call outs and to free up police officer time, by offering a safe space with medical cover for anyone in emotional or physical distress. It also provides other help, such as free phone charging, bottled water, flip flops, advice.

In 2023-2024 the service had 38 volunteers. There are three core volunteer roles on shift: One Shift Coordinator, three Shift Support and a Support Vehicle Driver alongside contracted paramedic, first aider and security. Over the course of the year volunteers gave 2820 hours of their time for shifts and 125 hours to clean and maintain the vehicle. A total of 94 shifts were run. 2476 people were helped through the provision of bottled water, phone charging, flip flops, condoms, etc. and a further 443 individuals were cared for on the bus.

We were advised in August 2023 that the funding from the Norfolk & Waveney Integrated Care Board would not be renewed in April 2024, meaning a loss of over 75% of our funding for the service. Voluntary Norfolk took the SOS Bus service on from Open Trust in 2019 in order to avoid its closure and is committed to trying to maintain this service for the city of Norwich. Along with a committed group of staff and volunteers, we are working towards making the SOS Bus service an independent, financially viable, volunteer-led charity.

The importance of the service and impact that it had supporting the emergency services is demonstrated by the fact that 51 Accident and Emergency visits and 170 ambulance callouts were prevented. It is estimated that the service saved over £121,000 for the ambulance service and NHS. Furthermore, the team spent over 144 hours looking after clients brought to the service by the police, who would otherwise have had to stay with, thus freeing up operational capacity for the Norfolk Constabulary at some of their busiest times. The SOS Bus service helped over 2919 people.

In December 2023, the SOS Bus was named 'Team/Community Group of the Year' at the EDP's Stars of Norfolk and Waveney Awards. The importance of the SOS Bus was revealed by some of our clients and partners who were asked what would have happened, had the Bus not been operating. Here are their words:

- "Sat at A&E for hours with patient in truck" (ambulance crew dropping off a client under the influence)
- "You are lifesavers. I don't know what I would have done." (Mental health crisis client)
- "Called an ambulance" (Friend of intoxicated client)

- "I don't know what I would have done, I needed help with my insulin pump" (Client with Type 1 diabetes)

***A SOS Bus user's story***

A 46 year old male presented himself at the bus after having difficulty breathing. He had a history of asthma and a recent chest infection. He had not brought his inhaler with him. His breathing was very laboured and difficult. Paramedic assessed and gave medication through a nebuliser. This eased the symptoms and the client went home in a taxi with a friend. Without the SOS Bus, the client would have needed to go to hospital for this treatment, and probably via ambulance, as the client was extremely breathless.

## Getting people into work

Voluntary Norfolk's Employment and Skills team continued to work across a number of projects to deliver professional support and impartial advice to anyone aged 16 or over, across Norfolk regardless of the length of time they were unemployed. These projects were all funded through European Social Fund (ESF). However, during this year ESF funding ended and was not replaced by equivalent UK government funding. Therefore, despite achieving impressive outcomes, our ESF-funded Employment and Skills services ceased to operate.




The projects ended at varying times throughout 2023 with the largest project ending in June 2023, meaning our figures for people supported are lower than previous years.

Throughout this year we have worked with 225 clients, and of these we got 49 into work and a further 54 into job search. We also assisted 30 participants into further training to aid their employment prospects.

Although our delivery capacity was greatly reduced in this area, organisationally we retain a considerable amount of knowledge and expertise in this area. We are pursuing new funding streams as they become available and integrating employment and skills expertise as an offer to clients in other services where appropriate (see future plans section). Specifically, we continue to run the employability networks in both Great Yarmouth and Norwich which facilitate partnerships and opportunities for collaboration and development, share good practice and enable 30-40 organisations each month to showcase innovation and opportunities.

***Zak's Story***

Zak was just one of the many people we supported. A 19-year-old young man living in Wymondham Norfolk with his mother and 2 siblings, Zak went to school locally but failed to get his grade C equivalent in Maths and so was studying part-time to improve his grades. He suffers from ADHD and finds it hard to concentrate and focus, especially in busy environments. He worked previously in Tesco's but came to the service as he was unemployed and seeking to get work in his preferred sector – healthcare. He said that ideally he would like to work as an emergency call handler, but would like to find any role in Healthcare to build his experience.

Voluntary Norfolk's Employment and Skills team helped Zak redevelop his CV and formulated a template covering letter that he could use when applying for roles. We assisted him with job searching, getting him set up on employment websites with a suitable profile to attract employers.

We also sent him regular updates and jobs of interest to aid him in his search. Zak commented that he felt like "he had his own private investigator" helping him find suitable roles in his preferred career path and thanked his Voluntary Norfolk Skills Connector for helping him.

Zak applied for a range of jobs he found and that were sent to him by our Skills Connector. He became more confident job searching and he eventually secured a job in a local care home in Wymondham from one of the job roles we had provided him with. Zak now works full time in that care home and is enjoying learning new skills and building his experience for a long career in the Healthcare sector. We wish him and all our other clients well for the future.

## Strengthening communities and improving lives through volunteering

Over the past ten years, apart from a short-lived peak in response to the COVID pandemic, there has been a steady decline in volunteering year on year, with the sharpest decline in the last year which saw a 7% drop. Research for our Vision for Volunteering strategy found that in terms of formal volunteering this translated into a reduction of £31 million a year for Norfolk. In addition, there is recent evidence that the average number of hours being given by volunteers has reduced significantly. In this context the work of Voluntary Norfolk's volunteers proved invaluable in continuing to strengthen communities and improve lives.

Norfolk and Waveney Community Support Service (NWCSS)

As a result of changes in ICB structures and requirements, this new service was commissioned in April 2024, replacing our previous Health & Wellbeing service and Community Response service. The staff, volunteers and experience from these services were integrated into the new service.

Norfolk and Waveney Community Support Service is a multi-agency model led by Voluntary Norfolk. Working in partnership with British Red Cross and Age UK Norwich we use a staff and volunteer model to react to and meet service demand. The service focuses on providing short-term, practical support for people to help with temporary issues and avoid escalation and potential hospital admittance. Referrals come in for a variety of reasons ranging from people needing emergency food parcels, to needing support to attend appointments or community support groups. We work to link people with local networks and groups wherever possible to ensure they can remain independent for as long as possible.

The service covers all of Norfolk and Waveney with strong links developing with the acute hospitals that serve our area as well as strong links with community services such as adult social care, social prescribers, physio teams and many more.

This is the first model of its kind to be adopted in Norfolk and the staff teams are working hard to make it work - being solution focused and striving to meet needs wherever they can. Over the first 6 months of the service, we have received over 1000 referrals which have been met through volunteer and staff support. We continue to recruit volunteers and look forward to the service increasing its capacity over the coming year.

***A client's story***

TM was referred in from Papworth Hospital with a request to support him with food. He was due to be discharged home and the referrer was concerned that TM would not be able to do his shopping and make sure he had food in. Voluntary Norfolk staff contacted TM and although he was reluctant at first, agreed that he would benefit from some support getting set up online with Morrisons. He wasn't sure if he trusted the online system, but was happy to try with help from us.

The volunteer did an initial shop to make sure that he had food in the house to aid with his recovery. Staff then visited TM at home and supported him to set up an online Morrisons account and do his first shop. Staff contacted him once the shop had been delivered and TM said that it was great! He was really pleased with the process and happy to do his next shop independently. TM is now able to manage his food shopping needs independently from the comfort of his own home. We are delighted that he is now managing independently.

East Coast Community Healthcare CIC

2023-24 marked the fifth year of Voluntary Norfolk's partnership with East Coast Community Healthcare (ECCH). We saw great progress in the service, reflected in an increase in volunteering hours, as well excellent feedback from patients and staff.




Volunteers have assisted in a variety of roles across the organisation, ranging from supporting short term projects and one-off events, to providing ongoing regular assistance to staff and patients at a range of ECCH sites across Norfolk and Waveney, as well as to patients at home in the community. Across the various roles, 56 volunteers provided 1353 hours of support, an increase from the 830 hours provided in 2022-23.

Some of the activities that ECCH volunteers assisted with included:

- Providing company and conversation to inpatients at Beccles Community Hospital
- Taking clients' carbon monoxide readings at drop in sessions and reporting these to the ECCH Smokefree team to support a pilot scheme aimed at reducing smoking in pregnant clients in Gorleston and Great Yarmouth
- Assisting staff at the Leg Ulcer Clinics at five different ECCH sites by collecting patients from waiting areas, fetching stock, assisting with cleaning tasks and running errands
- Making calls to patients to gather feedback on ECCH's services. Volunteers made 187 calls to patients, and completed over 80 feedback surveys
- Accompanying patients out on walks, helping them access their local area and providing companionship and conversation to build their confidence following a stroke
- Giving feedback on the design and content of new ECCH leaflets to ensure ease of understanding.
- Helping with administrative tasks such as putting together packs for patients and taking inventory of stock

Alongside volunteers supporting in hospitals and clinics we received 22 referrals from ECCH staff for support for patients in the community. Volunteers were able to support clients with aspects of their health such as building confidence with outdoor mobility, accessing their local community and opportunities to practice speech and conversation following a stroke. Volunteers also provided practical short-term support with tasks such as collecting shopping.

***Our volunteers' impact:***

Dawn, an ECCH patient who needed help from a volunteer collecting shopping whilst she was recovering from surgery, told us:
"I was humbled by the genuine kindness received by this lovely, friendly young man who also gave me moral support, over and above his obligations. I can't thank this service enough and the wonderful help from the team who arranged it for me."

The impact that volunteers are having on the teams they work with has been clear through the feedback that we have received from ECCH staff. Clinic nurses have reported being able to see more patients per session because of the time saved by the volunteer support, and staff have told us how the presence of a volunteer can be reassuring to a lot of patients.

"The volunteer makes a big difference to us all by coming to help, offering assistance with keeping the room clean and tidy, helping us with our stock, allowing us more time to do clinical work , easing the pressure and work load from us" – ECCH staff member at Kirkley Mill Health Centre

"The patients love the volunteers, because they're more like them and they can talk about everyday life and worries or anything that they want to. The patients take an interest in the volunteers and the volunteers take an interest in the patient as a person" – ECCH staff member at Northgate Hospital

We are delighted to continue to work with ECCH in 2024-25 to create new roles for volunteers which both help the organisation and provide volunteers with fulfilling ways to support their local communities and build their experience in healthcare.

ERS Medical Transport

The ERS Medical volunteers, run by Voluntary Norfolk, continued to provide a professional high-quality patient transport across the county and further afield. Our volunteer drivers use their own cars to provide door to door transport to essential, non-emergency medical appointments, mostly within East Anglia. This reduces the cost to the health service, as otherwise these patients would have had to travel by taxi or even by ambulance. At the end of the 2023-24 financial year, Voluntary Norfolk had 49 active volunteer drivers. This compared to 43 active drivers at the end of the previous financial year.

Throughout the year, 430,642miles were driven (down from 454,248miles the previous year), completing a total of 12,536 journeys (compared to 11,867 journeys in 2022/23), and ensuring that people who needed to travel to and from the hospital or a medical appointment were able to do so. The number of miles covered this year was down in part because this financial year our volunteers are taking more than one patient at a time in their cars following the removal of Covid restrictions, which came in part way through the previous year. The number of journeys made, however, continued to rise, reflecting shorter more frequent journeys.

***Roger's Story***



Asked what he enjoyed about volunteering as a non-emergency patient driver, Roger said:

"Meeting people from all walks of life … There are a lot of people that you would just think of as 'old people', but many have led fascinating lives and lived all over the world. Volunteering also gets you to go to places you would never ordinarily visit as they are not on your usual 'A

to B' routes...and you discover many different routes to various places, many of which are hidden gems.

"There was an elderly lady I drove a couple of times for radiotherapy, and it turned out that she had lived about 3 miles from where I grew up...and at the same time, she even knew some of the parents of some of my friends at the time! It just goes to show what a small world we live in. It was really nice to talk about familiar places from years ago.

"It certainly helps the patients because many of them are elderly and live on their own, if we didn't have interaction with them their life would be very isolated. It is good to try and help put them at ease by listening to them when they talk about what they are going through with the treatment...and some really do like to talk!! It is always nice when you get them to the hospital or return them home and they say that us volunteers do a wonderful job... let's face it we all like a bit of praise now and again!"

Norfolk Community Health and Care NHS Trust

The NCH&C Volunteer Service, delivered by Voluntary Norfolk, employs a team of staff who recruit, train and manage volunteers to provide support in clinical and administrative settings in community hospitals and clinics across Norfolk.

At the end of the 2023-24 financial year, our service had 128 registered volunteers with a further 64 in various stages of recruitment and onboarding. Over the course of the year, volunteers contributed a significantly increased amount of their time (approximately 16% more hours vs the previous year) across a wider range of roles logging a total of 7373 hours across 58 different volunteer roles.

The roles our NCH&C volunteers undertook included:

- Providing companionship to inpatients
- Supporting patients in activity and therapy groups
- Supporting with simple, practical tasks on wards, such as lunch menus, cleaning touch points, stocking up everyday items
- Assisting patients at mealtimes, following successful completion of the appropriate training
- Using their own lived experience of receiving care to deliver talks to patients with the aim of inspiring and encouraging (see Les's Story)
- Meeting and greeting patients arriving for clinics and giving directions
- Assisting with basic administrative tasks such as the collation of patient packs
- Telephoning patients to collect vital feedback on their experiences
- Helping to tidy gardens on NCH&C sites, through basic gardening tasks
- Supporting reception teams with check-in and welcome processes
- Tidying stockrooms, and putting new stock away
- Supporting Musculoskeletal Clinicians by machine-sewing splints together from precut patterns.

The apparently straightforward nature of many of our volunteer roles belies their positive impact. Our Activity Support are prime example of the very real difference our volunteers can make – simply by engaging patients in meaningful activities, motivating them and getting them physically up and about plays a vital role in their recovery and rehabilitation as well as making their stay in hospital that little bit more enjoyable.

Mary, who is a Technical Instructor with Foxley Therapy Team at Dereham Hospital says: "Volunteers are amazing! it's a long boring day for the patients with no stimulation. Our Activity Support volunteer checks in on everyone and gives them a bit of company."

The NCH&C Volunteer Service team look forward to another year of enabling our fantastic volunteers to make a vital contribution to the NHS in their communities.

***Les' Story***

Les joined our team of Volunteers at Beech Stroke Rehabilitation Ward at Norwich Community Hospital in the exciting new role of the **Life After Stroke (LAS) Volunteer**. The aim of the LAS Volunteer's role is to engage with patients on the ward, sharing personal experiences of recovery from stroke with the aim of reassuring, encouraging and motivating patients.




Les said "I first heard about volunteering with the Trust when I myself was a patient at Beech Ward. I contacted the team to enquire as I wanted to help others understand their recovery journey, especially the positives." During his talks with patients, Les will talk through his own journey, including his treatment and rehabilitation, discharge and care packages, support in the home and his ongoing progress. Les said "So far feedback for my presentations has been for a number of patients an inspiration towards themselves moving forward."

Joseph Marsden, Assistant Psychologist at Beech Ward said: "Les' Life After Stroke presentations have been received really well- patients have praised Les' approach and mentioned how this presentation has allowed them to see a possible path going forward."

Les says "I would definitely recommend volunteering with NCH&C to others. My role brings the enrichment of satisfaction of helping others back to a normality of life after having a stroke."

## CBR Business Solutions: Professional Support Services for Charities, Social Enterprises and Businesses

CBR Business Solutions is the trading arm of Voluntary Norfolk, with operating profits providing an important source of unrestricted income.

We provide essential HR support, DBS checks, Payroll and Auto Enrolment services to around 500 organisations across England and Wales. Our clients range from small local charities to large SMEs, and we are proud to deliver high-quality services through our experienced and knowledgeable team.

DBS Checks
We offer safe and secure online DBS applications. Our paper-based checks are now only for sensitive applications and the finger-printing service. We also provide digital ID, Post Office verification, right to work and overseas checks, which are new online services for clients. We continue to offer free DBS training workshops in partnership with the Disclosure and Barring Service to any organisation with responsibility for DBS checks. These cover eligibility, safeguarding and barring.

Payroll Service
We take care of the payroll needs of our clients, who choose to outsource this function due to capacity, lack of in-house skills or relevant software. Every month, we pay the salaries to 900 payees in 75 discreet customer payrolls, taking into account individual pension requirements, adjustments, statutory payments, tax codes, deductions, tax and National Insurance. We also process and send relevant documentation for clients such as payslips, pension letters, P45s and P60s, returns to HRMC and schedules for pension providers.

HR Consultancy
Our Chartered MCIPD HR Consultants provide a flexible, professional HR service on all aspects of HR management. Whether clients need help with on-boarding, contracts of employment, policies and procedures, training and coaching, performance management, restructures, ill health and capability, disciplinary and grievance processes, consultations or redundancies, our qualified consultants can assist. We also act as Investigating Officers in case of complex disciplinary and grievance investigations. During the last year we have expanded our offer to include workplace Mediation and Coaching via our HR consultants.

Jobs Board
We support the VCSE sector in Norfolk to find the right candidates, by advertising job vacancies on the Jobs Board and offering preferential rates for the online job search portal, Jobs24. This helps organisations reach a wider pool of potential candidates interested in working in the charity sector.

## FINANCIAL REVIEW

The financial performance of the organisation was significantly better than budgeted in 23/24, despite some one-off costs, due to careful cost management and new income.

The statement of Financial Activities for the year is set out on Page 42. During the year, the charity's incoming resources changed from £4,889,562 (2022-23) to £4,463,978 (2023-24) (8.7% decrease). The vast majority of total income derived from charitable activities. Principally, these are agreements to provide specified services to improve the lives and wellbeing of people living in Norfolk. Legacies and donations accounted for £6400 of total income.

A contribution to the charity's net income for use on its charitable purposes comes from CBR Business Solutions as described on page 29 above. The gross income from this source stood at £478,221 in 2023/24 (£521,058 in 22-23) with net income of £6,727 (£15,340 in 22-23).

Expenditure on charitable activity decreased slightly to £4,744,006 (£4,791,116 in 22-23) and naturally continues to be the vast majority of the charity's costs.

Taking total income and expenditure into account, the net negative movement of funds during the year was £280,028, decreasing unrestricted reserves by £42,075 and restricted reserves by £237,953. The decrease in restricted reserves was planned for and as per budget. This resulted from services spending reserves held for delivery of charitable activities. The decrease in unrestricted reserves was also planned as a result of agreed investments in systems and training. Due to savings identified, this result was significantly better than budgeted, despite some additional one-off costs.

The principal financial risk which continually faces the charity is the ending of fixed term service agreements and its ability to secure new agreements. The pattern of expiry dates and potential for new agreements or extensions of existing agreements are kept under close review by the executive and the Board as a whole. As stated in the Accounting Policies at 1.12, the charity has no risk arising from pension contributions as it operates a defined contribution scheme.

At the end the year, the charity held total reserves of £909,793 (£1,189,821 in 22-23). These include restricted funds of £470,317. This relatively large sum, absolutely and proportionately, derives principally from money held for the purposes of delivery of service agreements. The more relevant figure is unrestricted reserves which stood at the year-end at £439,476.

Included in the unrestricted reserves are fixed assets of £10,320 (22-23: £15,938) The remaining sum is held in liquid form.

Trustees review the charity's reserves policy every year. Their current policy is to aim to hold free reserves which amount to three months' 'essential running costs'. This requirement was met and exceeded by 1.95 months at 31 March 2024. Trustees considered this position to be prudent in the light of significant pressures on public sector budgets, the importance of the services provided to individuals and communities and a coincidence in 2024 of the expiry of a number of significant service agreements. The Board intends to keep the position under close review.

## Structure, governance and management

### Constitution

Voluntary Norfolk is both a company limited by guarantee and a registered charity. The year of formation of the original organisation was 1969. The company limited by guarantee and registered in England and Wales was formed 4 November 2005. Charitable registration was achieved on 11 November 2005.

Our governing document is a memorandum and articles of association. The charity's objective is to promote any charitable purposes for or including the benefit of the community in the United Kingdom and in particular Norfolk and Waveney, the East of England and its neighbourhood and, in particular the advancement of education, community and social services, the protection of health and the relief of poverty, distress and sickness.

In addition, it promotes and organises co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

### Trustees

The Board of Trustees are the charity's trustees and the legal directors of the company. They are elected or co-opted under the terms of the Articles of Association. A formal process of induction is given to all trustees as well as training as appropriate. The trustees meet six times a year and are the key personnel in terms of directing and controlling the charity. There is a finance sub-committee. All the trustees give of their time freely and no trustee received remuneration within the year.

For this reporting period there were six Trustees who bring a collective wealth of knowledge and experience of voluntary sector delivery, management and governance. It is anticipated in 2024-25 additional trustees will be sought to complement the skills of the existing team.

### Management

Day-to-day responsibility for running the organisation is delegated by the Trustees to the CEO. The CEO is supported in the running and development of the organisation by a management team of Directors overseeing Voluntary Sector Infrastructure, Operations, Finance and Development. During the year it was announced the current CEO Alan Hopley would stand down at the end of May 2024, after nine years of service in that role. Trustees ran a thorough recruitment process involving external and internal stakeholders and appointed a new CEO, Michael Kitching, to start 16th July 2024.

The pay of the senior management is reviewed annually and normally in accordance with NJC guidelines. The CEO's salary is reviewed utilising recruitment consultants and external benchmarking to attract the appropriate calibre of candidate.

The trustees, CEO and management team in 2023-24 were assisted by a Policy Officer to develop, review and update policies and procedures to ensure we meet the highest quality standards.

## Risk management

A risk management register is in place to assist in identifying vulnerable areas of the organisation. During the year, the trustees undertook the annual programme of review of the register established to encompass financial, personnel, insurance, funding and expenditure areas, ensuring identified risks are properly managed and are satisfied that systems and procedures are in place to mitigate the organisation's exposure to the major risks.

The trustees delegate day to day risk management to the executive team and require reporting back on a regular basis, highlighting and managing any key strategic risks. The key risks for the organisation are a dependency on statutory contract income which tend to be on renewable one-year contracts. These risks are mitigated by regular risk profiling and through communication with statutory partners. Other risks are around IT and facilities with action plans in place in the event of systems or premises failure.

## Cooperation with other charities in pursuit of charitable objectives

We are strong advocates for working with other charities and organisations. In our infrastructure provision we work in partnership with Community Action Norfolk and the Norfolk Community Foundation as well as FUSE and NCAN. In our delivery of services we had a range of partners in 2023/24 including Shoebox Community Hub, Out There Arts, Creative Collisions, Great Yarmouth Young Carers, West Norfolk Carers, Benjamin Foundation, Caring Together, MTM, Holt Youth Project, Age UK Norwich and British Red Cross. We also work closely with Norfolk County Council, local authorities, the Integrated Care Board and other NHS organisations to develop and improve services that benefit our clients and help us achieve our charitable objectives.

## Fundraising requirement

The charity does not use professional fundraisers for the year to March 2024. We do not work with any commercial or professional fundraisers. Any complaints about any aspect of fundraising are dealt with using the charity complaints policy. As we do not use professional fundraisers there is no risk arising from the protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

## Recruitment of trustees

Trustees are recruited as and when the current board identifies a need to bring in new skills and experiences. Trustees are appointed following an interview with at least two board members and following attendance at least one board meeting. They are then appointed by the board. There is no term limits attached to trusteeship at Voluntary Norfolk, but trustees stand down and are reappointed by rotation at Annual General Meetings.

## Progress against plans and future plans

In this section we report back against the plans we presented last year and lay out our plans for the coming year.

A significant proportion of our work is ongoing services or projects, as presented in this report. We will continue to deliver these services, looking for opportunities to improve and develop them and working closely with partners and commissioners to ensure the best possible outcomes. Here we focus on plans that are new or additional to delivery of our existing work.

The tables below present an update on progress against our plans for 2023-24 and further plans agreed for the coming year.

## Reporting back against 2023 – 24 plans

| Area of work / Context | Stated aims for 2023-24 | Update at end 23/24 |
|---|---|---|
| **Infrastructure** | Further development of the Empowering Communities Partnership. | A strong partnership programme of practical support, involving events, seminars, networking, and forums has enabled capacity and skills development and opportunities for collaboration and strategic influence |
| | Development and embedding of the Vision for Volunteering across the VCSE and statutory sector. | The Norfolk Vision was launched at a high-profile event, following strategic stakeholder endorsement.<br><br>A collaborative programme of work taking shape to drive forward ambitious improvements in support for volunteering. |
| | Development of our sector support for the refugee support sector | Relationships with refugee organisations have been strengthened.<br><br>Norwich City of Sanctuary funded to support the development of Towns of Sanctuary in Norfolk.<br><br>Project to engage sanctuary seekers in volunteering within the wider VCSE in place. |
| **Services** | Pursue accreditation for Services | Reviewing suitable accreditation providers to ensure there is a good fit given the breadth of services we offer. |
| **Development and sustainability** | Engage with recommissioning on existing contracts, developing our offer and partnership. | Existing contracts and services retained, with the exception of ESF-funded employment and skills projects when ESF funding came to an end and was not replaced by other funding streams. New partnership delivery model developed for |

| | | |
|---|---|---|
| | | Norfolk and Waveney Community Support Service |
| | Explore options for closer partnership working with other VCSE organisations | Partnership working remains important for delivering Services and Infrastructure work and is part of most services and projects. This year existing partnerships were continued and new partnerships formed. Some formal delivery partnerships ceased due to changes in funding availability. |
| | Review options for investing in CBR Business Solutions to enable growth. | New HR services of coaching and mediation developed. Additional employment check services offered by current DBS provider are being investigated. |
| **Internal development** | Implement HR system | We are progressing the implementation of the Cezanne HR system to support our HR processes. |
| | Data & IT | Ongoing developments to our IT provision, and continued focus on our IG and data security. |
| | Continue to develop training and support for staff with a particular focus on client facing staff and the pressures they face | Developed a training matrix for staff which is tailored to each individual team. Further development of in-house training and courses will be ongoing to ensure that training remains current and relevant. |

## Future plans for 2024-25

| Area of work / Context | Aims for 2024-25 | What does success look like? |
|---|---|---|
| **Infrastructure** | Sustain and evolve Empowering Communities partnership to meet new sector needs and commissioning intentions. | An innovative and creative partnership-based VCSE sector support programme, able to support and stretch the sector to build capacity and able to respond to changing needs. |
| | Embed Vision for Volunteering collaborative work plan across Norfolk stakeholders, further extending reach into health and care. | A system wide approach to working with and supporting volunteers, which is based on good practice and is effectively resourced, based on collective system ambitions. |
| | Build the Momentum Children and Young People's support | A vibrant programme of sector support initiatives that support children and young people in |

| | | |
|---|---|---|
| | programme, to strength youth voice and sector collaboration. | Norfolk to flourish through a resilient youth sector. |
| | Further build the resilience of the Freshly Greated community led arts programme in Great Yarmouth. | A collaborative and effective action learning programme, that places community voice at its heart, and extends engagement with the arts in Great Yarmouth. |
| **Services** | Strengthen our unpaid Carers provision for all ages. | Successful evaluation of the Parent Carers pilot service, evidencing the need for future commissioning. Successful transitioning into our new Young Carers service building on coproduction and ensuring the voice of Young Carers is heard. |
| | Rebuild our Employability provision | Gaining employability contracts following the cessation of European Social Fund to ensure we offer holistic services to people, supporting them back into employment. |
| | Secure the future of the SOS Bus as an independent service following cessation of ICB funding for the service | SOS Bus service transitions to an independent volunteer-led CIO, continuing to support those needing assistance on nights out in Norwich |
| **Development and sustainability** | Retain and develop services and projects that will be recommissioned in 24/25 | Established services and projects that demonstrate value and effectiveness continue to operate, whilst adapting to changing needs where relevant |
| | Diversify funding sources, particularly increasing grant funding income where it can enhance provision | Grant funding enables us to build on and enhance existing offerings to clients / VCSE organisations, and to innovate to better meet the needs of communities |
| | Explore partnerships and new ways of working that will deliver value to clients and the VCSE sector | Opportunities explored – and where appropriate taken forward - to enhance our delivery working with other organisations in the VCSE sector and wider system |
| **Internal development** | Move main (Norwich) office to another location | A move to better quality offices that meet changed, hybrid working needs, and make cost savings |
| | Embed new HR system and build usage of different elements | HR system bring efficiencies and improvements to internal processes |

## Reference and administrative details

Trustees
John Archibald, Chair
David Walker, Vice Chair
Robert Hetherington
Vivienne Clifford-Jackson
Josephine Smithson
Mark Hitchcock

Company registered number 05616120
Charity registered number 1112017

Registered office
Units 4-6
83-87 Pottergate
Norwich
Norfolk
NR2 1DZ

Chief executive officer: Alan Hopley (retired May 31st 2024)
Michael Kitching (appointed 1 June 2024)

Independent auditors
Larking Gowen LLP Chartered Accountants
King Street House
15 Upper King Street
Norwich
NR3 1RB

Bankers
Bank of Scotland Plc
33 Old Broad Street
London Branch PO Box 1000
BX2 1LB

Solicitors
Leathes Prior
74 The Close
Norwich
Norfolk
NR1 4DR

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



.....
**John Archibald**
Chair of Trustees
Date: 9 Oct 2024

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK

### Opinion

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Due to the field in which the Charity operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; safeguarding; GDPR; and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including frauds and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK (CONTINUED)

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Julie Grimmer

**Julie Grimmer FCA DChA (Senior statutory auditor)**
for and on behalf of
**Larking Gowen LLP**
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Norwich

Date: 11 October 2024

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2024

| | Note | Restricted funds 2024 £ | Unrestricted funds 2024 £ | Total funds 2024 £ | *Total funds 2023 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 2 | **5,334** | **1,066** | **6,400** | *7,460* |
| Charitable activities | 3 | **3,926,467** | **531,111** | **4,457,578** | *4,882,102* |
| **Total income** | | **3,931,801** | **532,177** | **4,463,978** | *4,889,562* |
| **Expenditure on:** | | | | | |
| Raising funds | 4 | **-** | **73,973** | **73,973** | *21,781* |
| Charitable activities | 5 | **4,108,224** | **561,809** | **4,670,033** | *4,791,116* |
| **Total expenditure** | | **4,108,224** | **635,782** | **4,744,006** | *4,812,897* |
| **Net (expenditure)/income** | | **(176,423)** | **(103,605)** | **(280,028)** | *76,665* |
| Transfers between funds | 15 | **(61,530)** | **61,530** | **-** | - |
| **Net movement in funds** | | **(237,953)** | **(42,075)** | **(280,028)** | *76,665* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **708,270** | **481,551** | **1,189,821** | *1,113,156* |
| Net movement in funds | | **(237,953)** | **(42,075)** | **(280,028)** | *76,665* |
| **Total funds carried forward** | | **470,317** | **439,476** | **909,793** | *1,189,821* |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 45 to 61 form part of these financial statements.

**VOLUNTARY NORFOLK**

**(A company limited by guarantee)**
**REGISTERED NUMBER: 05616120**

## BALANCE SHEET
## AS AT 31 MARCH 2024

| | Note | | 2024 £ | | *2023 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 9 | | **3,021** | | *4,028* |
| Tangible assets | 10 | | **16,440** | | *24,098* |
| | | | **19,461** | | *28,126* |
| **Current assets** | | | | | |
| Debtors | 11 | **827,769** | | *1,065,504* | |
| Cash at bank and in hand | | **1,622,705** | | *1,513,915* | |
| | | **2,450,474** | | *2,579,419* | |
| Creditors: amounts falling due within one year | 13 | **(1,560,142)** | | *(1,417,724)* | |
| **Net current assets** | | | **890,332** | | *1,161,695* |
| **Total net assets** | | | **909,793** | | *1,189,821* |
| **Charity funds** | | | | | |
| Restricted funds | 15 | | **470,317** | | *708,270* |
| Unrestricted funds | 15 | | **439,476** | | *481,551* |
| **Total funds** | | | **909,793** | | *1,189,821* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
**John Archibald**
Chair of Trustees
Date: 9 Oct 2024

The notes on pages 45 to 61 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2024

| | 2024<br>£ | *2023*<br>*£* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **110,933** | *(318,070)* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(2,143)** | *(17,340)* |
| Purchase of intangible fixed assets | **-** | *(5,035)* |
| **Net cash used in investing activities** | **(2,143)** | **(22,375)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **108,790** | **(340,445)** |
| Cash and cash equivalents at the beginning of the year | **1,513,915** | *1,854,360* |
| **Cash and cash equivalents at the end of the year** | **1,622,705** | *1,513,915* |

The notes on pages 45 to 61 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Voluntary Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### 1.2 Company status

The company is a private company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the gurantee is limited to £1 per member of the company.

The registered office of the company is St Clements House, 2-6 Colegate, Norwich, Norfolk, NR3 1BQ.

#### 1.3 Going concern

The Trustee's have considered Voluntary Norfolk's financial and operational position at the time of signing the financial statements.

The Trustees continue to be fully engaged with commissioners, local authorities and funders with regard to a number of new, extended and/or expanded service offers.

The Trustee's have considered a period of twelve months from the point of signing these financial statements and, considered the level of on-going funding, strength of our offer in respect of contract renewals, engagement with commissioners on new emerging programmes and the financial strength and level of funds within the charity.

Based on the above the Trustee's confirm it is appropriate to prepare the accounts on the going concern basis.

#### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 1. Accounting policies (continued)

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activies.

### 1.6 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Website | - | % 20% Straight line |

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

| | |
|---|---|
| Long-term leasehold property | - |
| Short-term leasehold property | - 16.6% |
| Motor vehicles | - 5 years |
| Fixtures and fittings | - 25% |
| Office equipment | - 14.3% (7 years) |
| Computer equipment | - 33.3% |
| Database and search engine | - 33.3% |

## 1. Accounting policies (continued)

### 1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

### 1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 1.12 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

### 1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 1. Accounting policies (continued)

### 1.14 Agency arrangements

Voluntary Norfolk act as agent in distributing certain funds for Youth Advisory Boards (YAB). Payments received for YAB and subsequent expenditure are excluded from the statement of financial activities as the charity does not have control over the charitable application of the funds. Management costs are charged and recognised in the statement of financial activities. Details of the agency funds and associated payments are disclosed in note 24.

## 2. Income from donations and legacies

| | Restricted funds 2024 £ | Unrestricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Donations | 5,334 | 1,066 | **6,400** |

| | *Restricted funds 2023 £* | *Total funds 2023 £* |
|---|---|---|
| Donations | *7,460* | *7,460* |

## 3. Income from charitable activities

| | Restricted funds 2024 £ | Unrestricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Health | 2,699,656 | - | **2,699,656** |
| Communities | 826,209 | - | **826,209** |
| Employment | 400,602 | - | **400,602** |
| Finance and Resources | - | 531,111 | **531,111** |
| | 3,926,467 | 531,111 | **4,457,578** |

## 3. Income from charitable activities (continued)

| | *Restricted funds 2023* £ | *Unrestricted funds 2023* £ | *Total funds 2023* £ |
|---|---|---|---|
| Health | *2,681,479* | - | *2,681,479* |
| Communities | *966,974* | - | *966,974* |
| Employment | *698,859* | - | *698,859* |
| Finance and Resources | - | *534,790* | *534,790* |
| | *4,347,312* | *534,790* | *4,882,102* |

## 4. Expenditure on raising funds

### Costs of raising voluntary income

| | **Unrestricted funds 2024 £** | **Total funds 2024 £** |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | 73,973 | **73,973** |

| | *Unrestricted funds 2023* £ | *Total funds 2023* £ |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | *21,781* | *21,781* |

## 5. Analysis of expenditure on charitable activities

### Summary by fund type

| | Restricted funds 2024 £ | Unrestricted funds 2024 £ | Total 2024 £ |
|---|---|---|---|
| Health | 2,820,196 | - | **2,820,196** |
| Communities | 887,426 | - | **887,426** |
| Employment | 400,602 | - | **400,602** |
| Finance and Resources | - | 561,809 | **561,809** |
| | 4,108,224 | 561,809 | **4,670,033** |

| | *Restricted funds 2023 £* | *Unrestricted funds 2023 £* | *Total 2023 £* |
|---|---|---|---|
| Health | *2,634,421* | - | *2,634,421* |
| Communities | *1,011,612* | - | *1,011,612* |
| Employment | *695,674* | - | *695,674* |
| Finance and Resources | - | *449,409* | *449,409* |
| | *4,341,707* | *449,409* | *4,791,116* |

## 5. Analysis of expenditure on charitable activities (continued)

**Summary by expenditure type**

| | Staff costs 2024 £ | Depreciation 2024 £ | Other costs 2024 £ | Total 2024 £ |
|---|---|---|---|---|
| Health | 1,587,521 | - | 1,232,675 | **2,820,196** |
| Communities | 397,315 | - | 490,111 | **887,426** |
| Employment | 315,135 | - | 85,467 | **400,602** |
| Finance and Resources | 531,379 | 10,808 | 19,622 | **561,809** |
| | 2,831,350 | 10,808 | 1,827,875 | **4,670,033** |

| | *Staff costs 2023 £* | *Depreciation 2023 £* | *Other costs 2023 £* | *Total 2023 £* |
|---|---|---|---|---|
| Health | *1,697,101* | - | *937,320* | *2,634,421* |
| Communities | *404,183* | - | *607,429* | *1,011,612* |
| Employment | *547,055* | - | *148,619* | *695,674* |
| Finance and Resources | *414,020* | *13,011* | *22,378* | *449,409* |
| | *3,062,359* | *13,011* | *1,715,746* | *4,791,116* |

## 6. Auditors' remuneration

| | **2024 £** | *2023 £* |
|---|---|---|
| Fees payable to the company's auditor for the audit of the company's annual accounts | **12,650** | *11,485* |
| Fees payable to the company's auditor in respect of: | | |
| All non-audit services not included above | **1,703** | *2,373* |

## 7. Staff costs

| | 2024<br>£ | 2023<br>£ |
|---|---|---|
| Wages and salaries | **2,499,232** | *2,704,679* |
| Social security costs | **216,351** | *227,780* |
| Contribution to defined contribution pension schemes | **115,767** | *129,900* |
| | **2,831,350** | *3,062,359* |

During the year, redundancy payments were made totalling £31,909 (2023: £1,307).

The average number of persons employed by the company during the year was as follows:

| | 2024<br>No. | 2023<br>No. |
|---|---|---|
| | **100** | *117* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2024<br>No. | 2023<br>No. |
|---|---|---|
| In the band £70,001 - £80,000 | **1** | *1* |

The staff costs for the employee in the banding above is in respect of gross wages.

The Key Management Personal of the charity is represented by 6 (2023: 6) members of the senior leadership team together with the 6 unpaid trustees. KMP compensation including employers national insurance costs amounted to £328,672 (2023: £259,665).

## 8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 31 March 2024, expenses totalling £14 were reimbursed or paid directly to 1 Trustee *(2023 - £NIL)* in respect of travel costs.

## 9. Intangible assets

| | Website £ |
|---|---|
| **Cost** | |
| At 1 April 2023 | **18,063** |
| At 31 March 2024 | **18,063** |
| **Amortisation** | |
| At 1 April 2023 | **14,035** |
| Charge for the year | **1,007** |
| At 31 March 2024 | **15,042** |
| **Net book value** | |
| At 31 March 2024 | **3,021** |
| *At 31 March 2023* | *4,028* |

## 10. Tangible fixed assets

| | Short- Term leasehold property £ | Motor vehicles £ | Fixtures, fittings and office equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|---|
| **Cost or valuation** | | | | | |
| At 1 April 2023 | **78,509** | **15,235** | **57,295** | **77,161** | **228,200** |
| Additions | **-** | **-** | **-** | **2,143** | **2,143** |
| Disposals | **-** | **-** | **-** | **(52,207)** | **(52,207)** |
| At 31 March 2024 | **78,509** | **15,235** | **57,295** | **27,097** | **178,136** |
| **Depreciation** | | | | | |
| At 1 April 2023 | **78,509** | **3,047** | **56,838** | **65,708** | **204,102** |
| Charge for the year | **-** | **3,047** | **412** | **6,342** | **9,801** |
| On disposals | **-** | **-** | **-** | **(52,207)** | **(52,207)** |
| At 31 March 2024 | **78,509** | **6,094** | **57,250** | **19,843** | **161,696** |
| **Net book value** | | | | | |
| At 31 March 2024 | **-** | **9,141** | **45** | **7,254** | **16,440** |
| *At 31 March 2023* | *-* | *12,188* | *457* | *11,453* | *24,098* |

## 11. Debtors

| | 2024 £ | *2023 £* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **712,005** | *1,014,566* |
| Prepayments and accrued income | **115,764** | *50,938* |
| | **827,769** | *1,065,504* |

## 12. Assets held for third parties - Payroll floats

Bank and cash balances include assets held for third parties comprising of payroll floats held for the purposes of executing payroll duties on behalf of clients.

The corresponding liability to return payroll floats is recognised in other creditors as set out in note 13 below.

| | 2024<br>£ | *2023*<br>*£* |
|---|---|---|
| Balance at 1 April 2023 | **693,172** | *619,920* |
| Amounts acquired | **841,920** | *693,172* |
| Amounts repaid | **(693,172)** | *(619,920)* |
| | **841,920** | *693,172* |

## 13. Creditors: Amounts falling due within one year

| | 2024<br>£ | *2023*<br>*£* |
|---|---|---|
| Trade creditors | **102,813** | *107,540* |
| Other taxation and social security | **95,020** | *96,009* |
| Other creditors | **1,115,297** | *891,938* |
| Accruals and deferred income | **247,012** | *322,237* |
| | **1,560,142** | *1,417,724* |

## 14. Accruals and deferred income

| | 2024<br>£ | *2023*<br>*£* |
|---|---|---|
| Deferred income at 1 April 2023 | **61,770** | *33,250* |
| Resources deferred during the year | **154,595** | *61,770* |
| Amounts released from previous periods | **(61,770)** | *(33,250)* |
| **Deferred income at 31 March 2024** | **154,595** | *61,770* |

## 15. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2023 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2024 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| Finance and resources | **481,551** | **532,177** | **(635,782)** | **61,530** | **439,476** |
| **Restricted funds** | | | | | |
| Communities | **142,325** | **826,509** | **(887,426)** | **3,888** | **85,296** |
| Employment | **-** | **400,602** | **(400,602)** | **-** | **-** |
| Health | **553,757** | **2,704,690** | **(2,817,149)** | **(65,418)** | **375,880** |
| Restricted fixed assets | **12,188** | **-** | **(3,047)** | **-** | **9,141** |
| | **708,270** | **3,931,801** | **(4,108,224)** | **(61,530)** | **470,317** |
| **Total of funds** | **1,189,821** | **4,463,978** | **(4,744,006)** | **-** | **909,793** |

A transfer of £69,000 has been made during the year from Health (restricted funds) to unrestrestricted funds. This is due to a project coming to an end, with surplus funds being available for general charitable purpose.

## 15. Statement of funds (continued)

### Statement of funds - prior year

| | *Balance at 1 April 2022* £ | *Income* £ | *Expenditure* £ | *Transfers in/out* £ | *Balance at 31 March 2023* £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Property fund | *5,000* | - | - | *(5,000)* | - |
| **General funds** | | | | | |
| General Funds - all funds | *412,951* | *534,790* | *(471,190)* | *5,000* | *481,551* |
| **Total Unrestricted funds** | *417,951* | *534,790* | *(471,190)* | - | *481,551* |
| **Restricted funds** | | | | | |
| Communities | *203,058* | *970,724* | *(1,011,612)* | *(19,845)* | *142,325* |
| Employment | *3,102* | *698,859* | *(695,674)* | *(6,287)* | - |
| Health | *473,810* | *2,685,189* | *(2,631,374)* | *26,132* | *553,757* |
| Restricted fixed assets | *15,235* | - | *(3,047)* | - | *12,188* |
| | *695,205* | *4,354,772* | *(4,341,707)* | - | *708,270* |
| **Total of funds** | *1,113,156* | *4,889,562* | *(4,812,897)* | - | *1,189,821* |

## 16. Summary of funds

### Summary of funds - current year

| | Balance at 1 April 2023 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2024 £ |
|---|---|---|---|---|---|
| General funds | **481,551** | **532,177** | **(635,782)** | **61,530** | **439,476** |
| Restricted funds | **708,270** | **3,931,801** | **(4,108,224)** | **(61,530)** | **470,317** |
| | **1,189,821** | **4,463,978** | **(4,744,006)** | **-** | **909,793** |

### Summary of funds - prior year

| | *Balance at 1 April 2022 £* | *Income £* | *Expenditure £* | *Transfers in/out £* | *Balance at 31 March 2023 £* |
|---|---|---|---|---|---|
| Designated funds | *5,000* | - | - | *(5,000)* | - |
| General funds | *412,951* | *534,790* | *(471,190)* | *5,000* | *481,551* |
| Restricted funds | *695,205* | *4,354,772* | *(4,341,707)* | - | *708,270* |
| | *1,113,156* | *4,889,562* | *(4,812,897)* | - | *1,189,821* |

## 17. Analysis of net assets between funds

### Analysis of net assets between funds - current period

| | Restricted funds 2024 £ | Unrestricted funds 2024 £ | Total funds 2024 £ |
|---|---|---|---|
| Tangible fixed assets | 9,141 | 7,299 | **16,440** |
| Intangible fixed assets | - | 3,021 | **3,021** |
| Current assets | 598,035 | 1,852,439 | **2,450,474** |
| Creditors due within one year | (136,859) | (1,423,283) | **(1,560,142)** |
| **Total** | 470,317 | 439,476 | **909,793** |

## 17. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior period**

| | *Restricted funds 2023* £ | *Unrestricted funds 2023* £ | *Total funds 2023* £ |
|---|---|---|---|
| Tangible fixed assets | *12,188* | *11,910* | *24,098* |
| Intangible fixed assets | - | *4,028* | *4,028* |
| Current assets | *696,082* | *1,883,337* | *2,579,419* |
| Creditors due within one year | - | *(1,417,724)* | *(1,417,724)* |
| **Total** | *708,270* | *481,551* | *1,189,821* |

## 18. Reconciliation of net movement in funds to net cash flow from operating activities

| | **2024** £ | *2023* £ |
|---|---|---|
| Net income/expenditure for the period (as per Statement of Financial Activities) | **(280,028)** | *76,665* |
| **Adjustments for:** | | |
| Depreciation charges | **9,801** | *9,132* |
| Amortisation charges | **1,007** | *3,608* |
| Decrease/(increase) in debtors | **237,735** | *(393,027)* |
| (Decrease)/increase in creditors | **142,418** | *(14,448)* |
| **Net cash provided by/(used in) operating activities** | **110,933** | *(318,070)* |

## 19. Analysis of cash and cash equivalents

| | **2024** £ | *2023* £ |
|---|---|---|
| Cash in hand | **1,622,705** | *1,513,915* |
| **Total cash and cash equivalents** | **1,622,705** | *1,513,915* |

## 20. Analysis of changes in net debt

| | At 1 April 2023 | Cash flows | At 31 March 2024 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | **1,513,915** | **108,790** | **1,622,705** |
| | **1,513,915** | **108,790** | **1,622,705** |

## 21. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £115,767 (2023: £129,900). At the year end £Nil (2023: £Nil) remained payable.

## 22. Operating lease commitments

At 31 March 2024 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2024 | *2023* |
|---|---|---|
| | £ | *£* |
| Operating lease rentals | - | *78,509* |

## 23. Related party transactions

Vivienne Helen Clifford-Jackson, a trustee of Voluntary Norfolk is a director for Healthwatch. During the year ended 31 March 2024, Voluntary Norfolk invoiced Healthwatch £1,632 (2023: £1,582) in relation to Job adverts and HR services. A balance of £267 was due to the charity from Healthwatch at 31 March 2024 (2023: £Nil).

David John Walker, a trustee of Voluntary Norfolk is a director of Into Opera. During the year ended 31 March 2024, Voluntary Norfolk invoiced Into Opera £29,814 (2023: £26,595) in relation to payroll services. A balance of £Nil was due to the charity from Into Opera at 31 March 2023 (2023: £2,337).

Peter Mark Hitchcock, a trustee of Voluntary Norfolk is a director of Norfolk Citizens Advice. During the year ended 31 March 2024, Voluntary Norfolk invoiced Norfolk Citizens Advice £5,242 (2023: £5,174) in relation to Job adverts. A balance of £534 was due to the charity from Norfolk Citizens Advice at 31 March 2024 (2023: £796). Norfolk Citizens Advice invoiced Voluntary Norfolk £33,410 (2023: £38,333) in relation to referral services for the Carers Matter Norfolk project. A balance of £3,485 was owed to Norfolk Citizens Advice at 31 March 2024 (2023: £13,250).

## 24. Agency arrangements

Voluntary Norfolk act as an agent in distributing funds from Youth Advisory Board (YAB). In the year the charity received £135,000 (2023: £270,840) and disbursed £289,420 (2023: £469,946) from the fund. An amount of £67 (2023: £154,727) is included in other creditors relating to undistributed funds.

**VOLUNTARY NORFOLK**

England & Wales - Charity number 1112017

# Accounts

VOLUNTARY NORFOLK



# Annual Report 2022-2023

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# Chair and CEO statement

Many activities of Voluntary Norfolk over the last two years were affected by the spread of Covid-19 which in turn meant that a large proportion of our work went into ensuring that our communities emerged stronger from the pandemic. This year our focus has been on working with people to strengthen communities and improve lives especially in the face of the well documented cost of living crisis. This is not to say that Norfolk has completely emerged from Covid – many still suffer from long Covid and over the last twelve months, our volunteers continued to dedicate their time to help with the vaccine programme, while the Wellness on Wheels initiative, which we were proud to be a part of, offered vaccines to parts of the communities that for a variety of reasons sometimes struggled to access healthcare. Rather than a return to more of a "normality" 2022-23 will be remembered as the year that inflation returned at levels not seen since the 1970s. Sharp price increases for basics like food, rent and heating, in particular, have had a major impact on the livelihoods of people across the county. Foodbanks throughout Norfolk reported "unprecedented" demands for their services and NCAN (with whom we work through the Empowering Communities partnership) declared a "cost of living emergency" in October 2022. The work that Voluntary Norfolk and the various services and projects we deliver therefore continues to be vital.

We are proud of the successes we have had over the last twelve months as we've continued to work with people to strengthen communities and improve lives. Our employment and skills team has been effective in getting hundreds of people back into training or work (something that has gone under the radar somewhat because of less national focus on support for jobseekers). Our Freshly Greated team have continued to lead new artistic and cultural initiatives in Great Yarmouth that enable communities to thrive. They have put on hundreds of exciting events over the year attracting tens of thousands of people from some of the most deprived areas of the town.



John Archibald
**Chair of Trustees**




Alan Hopley
**Chief Executive Officer**

We developed our volunteer Covid response service into a community response service. Our volunteers, numbering several hundreds, have been instrumental in strengthening their communities, in particular by supporting clinical staff in healthcare settings – a service made all the more vital by the well documented recruitment and retention crisis in the NHS. Individual services have also been hard at work supporting thousands of people when they need help the most. We're pleased to have been there for carers through our offer within the Carers Matter partnership or the Young Carers and Families Service, those struggling with loneliness and social isolation and receiving help from our Better Together life connectors, or those on nights out in Norwich and in need of a safe space or assistance from our SOS Bus Service. Finally, we remain committed to ensuring Norfolk has a thriving VCSE sector by helping recruit and train volunteers for other voluntary groups or by providing them with the tools, resources and small grants they require.

Internally Voluntary Norfolk has continued to evolve to reflect the changing needs of our service users and clients. This remains one of the key strengths of the organisation. Since 2019, the entire offer which Voluntary Norfolk makes to its VCSE members has been reviewed, developed and improved. This was to be achieved in part by shifting Voluntary Norfolk's offer of support away from a more traditional membership fee-based model towards a more inclusive, responsive and flexible network model of support. This change of approach culminated with a change to the constitution, which was overwhelmingly accepted by members confirming the introduction of a network-based model which we believe will ensure a more flexible and attentive offer for VCSE organisations as well as wider reach across the sector.

Looking back on our last financial year, we are very proud of the positive difference Voluntary Norfolk has made serving our Norfolk communities. It has been a challenging year financially with impact of inflation, increasing demand for services and pressure on public sector budgets associated with the aforementioned cost-of-living crisis. We also invested internally in our staff and the systems and processes that support them in their work. Despite this, we were pleased to realise a small surplus. This is no mean feat given the many challenges we face as an organisation and as a country. Looking forward, as we move into 2023-24 we recognise the challenges that we faced this year are likely to remain. But our work remains essential for the welfare and wellbeing of the people of this county. We will continue to keep to our mission of building connected, resilient and compassionate communities where people work together to improve lives at the heart of all we do, looking for what Voluntary Norfolk can do to best support this, adapting creatively, and working closely with colleagues and partners in the VCSE and public sectors. We are pleased that by working with people up and down the county, we are improving lives and strengthening communities.

# Trustees' report

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2022 to 31 March 2023. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives. The activities in respect of furthering the charity purpose are described in our Objectives and Activities section below.

# Organisational objectives

The vision, mission and aims for Voluntary Norfolk have been defined as follows:

## Our vision

Connected, resilient and compassionate communities where people work together to improve lives.

## Our mission

- To enable local people and communities to thrive and reach their potential.
- To deliver innovative solutions through effective partnerships.
- To ensure the voices of volunteers and voluntary organisations are represented.

## Our aims

- Inspire and enable people to volunteer, take social action and make a difference.
- Deliver innovative and integrated services in partnership with voluntary, public and private sectors.
- Support the development and voice of community groups, charities and social enterprises.
- Achieve sustainable growth.

The last strategy review was in 2019. The leadership team has done some initial work in reassessing our organisational objectives which is likely to be concluded in the 2023/24 financial year.

# Activities and achievements

Over the last financial year Voluntary Norfolk has delivered a variety of projects and services in support of our purposes and aims. The following section details the projects and services that were operational during 2022-23 fall within one of five key areas of work for Voluntary Norfolk:

1. **Getting people into work**
2. ***Leading new initiatives that enable communities to thrive***
3. ***Supporting people when they need help the most***
4. ***Strengthening communities and improving lives through volunteering***
5. ***Building a thriving voluntary, community and social enterprise sector***

# Highlights during 2022-23

Successfully supported **45% of our clients** back into work





**86,000 people** attended our Freshly Greated events in Great Yarmouth



Our life connectors spent **5,696 hours** helping those struggling with loneliness

We raised enough funds to purchase approximately **400 slow cookers** to those struggling with food and energy bills



Our young carers team supported **1,441 people** including the young carers themselves, those who are being cared for and family members





We supported **574 adult carers**



Our SOS Bus service helped **2,475 people** on nights out in Norwich

Our volunteers dedicated **over 15,000 hours** of their time



Our non-emergency patient transport volunteers clocked up **454,248 miles** taking people to medical appointments





**Over 2,000 volunteers** registered on our new volunteering platform Get InVOLved Norfolk

# Glossary

**BTN** – Better Together Norfolk, Voluntary Norfolk's loneliness and social isolation service supporting those in Broadland, Great Yarmouth, Norwich and South Norfolk.

**CAN** – Community Action Norfolk is an organisation which engages with the VCSE sector in Norfolk. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.

**CMN** – Carers Matter Norfolk is the service that supports adult carers in Norfolk, which Voluntary Norfolk is one of partners in.

**CBR Business Solutions** – Voluntary Norfolk's trading arm that provides DBS, Payroll and HR services to organisations and companies around the country.

**EECH** – East Coast Community Healthcare is a social enterprise providing NHS community health and social care services across Norfolk and Suffolk, largely in the Waveney area around Lowestoft and Beccles.

**ESF** – The European Social Fund is a European Union funded scheme that helps millions of Europeans improve their lives by learning new skills and finding better jobs.

**FUSE** – FUSE supports social enterprises in Norwich. Voluntary Norfolk works with them as part of the Empowering Community Partnership.

**NCAN** – Norfolk Community Advice Network is a Norfolk-wide partnership of advice and community experts. Voluntary Norfolk works with them as part of the Empowering Communities Partnership.

**NCF** – Norfolk Community Foundation is a charity dedicated to building stronger communities and improving the lives of people in Norfolk. Voluntary Norfolk works alongside them as part of the Empowering Communities Partnership.

**NCH&C** – Norfolk Community Health and Care provides community health and care services across Norfolk.

**NCVO** – A membership community for charities, voluntary organisations and community groups in England, which Voluntary Norfolk is part of.

**VCSE** – Voluntary, Community and Social Enterprises (formerly known as the tertiary sector and can sometimes be referred to as VCFSE to include faith-based groups or organisations).

**YCM** – Young Carers Matter, a partnership of organisations led by Voluntary Norfolk to identify and support young carers around Norfolk.




# Getting people into work

Voluntary Norfolk's Employment and Skills team continued to work across a number of projects to deliver professional support and impartial advice to anyone aged 16 or over, across Norfolk regardless of the length of time they were unemployed. Our advisors helped clients develop their skills, search for jobs and overcome the barriers that prevented them from finding employment.

In the last year, our employment and skills team have worked with 663 clients in total. Of those they successfully got 302 into work and a further 138 into training. The fact that we got almost 21% of our clients into training and more remarkably over 45% into employment shows the effectiveness of our service, especially when compared to the multi-billion pound Restart programme launched by the government which in December 2022 reported that it had got just 22% of participants into the "first earnings" stage of employment and just under 10% into a successful "job outcome".

Compared to last year the number of clients we saw was broadly similarly (663 compared to 704), which demonstrates the continued need for the service, even at a time when nationally

there is a large number of job vacancies. The labour shortages which have followed the pandemic have meant that the team has focused its efforts on getting people back to work rather than into training. This explains why the number of our clients moving into work has almost doubled, while the number of people accessing training compared to last year has dropped quite significantly.

Given the end of the ESF funding during 2023, which fund our Employment and Skills work, the projects as they are constituted will come to an end this year but we are actively working with statutory and voluntary sector partners to ensure that we can continue to support clients into employment.




*Our team in the streets of King's Lynn*

## Robert's story

Robert explains why he sought support from Voluntary Norfolk's employment and skills team and how the team helped him get back into work:

> *"I enrolled as I needed guidance moving back into working. Having tried other services before for support, I was keen to give this one a go. My mental health was struggling and I didn't know what I wanted to do. I needed motivation and confidence to get me on the right path. The project and my coach helped me realise what I have to offer to people – my photography.*

> *"Now I'm building my own business. The project was tailored to what I needed and without the coaching I received I wouldn't have pursued my photography into a career – it would have stayed as a hobby. I have now gone self-employed and [am the] owner of my own business. This has given me a massive confidence boost as I now realise the talents I have to offer."*

**Our service successfully helped**

**over 45% of our clients**

**into employment**




# Leading new initiatives that enable communities to thrive

Voluntary Norfolk has a strong tradition of building and supporting communities across Norfolk since we started as an organisation over 50 years ago. Today we are seeking to enable communities in Great Yarmouth to come together and thrive through the medium of arts and culture as delivered by Freshly Greated.

Voluntary Norfolk is the lead partner in the Freshly Greated project which seeks to build and improve the community arts offer in Great Yarmouth. The team works in three of the most deprived neighbourhoods of the borough: Cobholm and Southtown (Great Yarmouth), Nelson Ward and the Barrack Estate (Great Yarmouth) and the Magdalen Estate (Gorleston). The aim is that when the funding for this project ends, it will have had a lasting impact because of the work it has done getting the community engaged and local volunteers involved. As a result, each of these neighbourhoods have volunteers that have come forward to work with the team on the project. We also have a "young producer" group for people across the area for fourteen to eighteen-year-olds.

2022-23 was the first full year since the pandemic that in person, mass participation events occurred. In total Freshly Greated hosted over 86 different types of events/ workshops/training sessions/etc. Although this was slightly down from last year (where we put

on 95), the audiences reached were massively up. This year we estimate that over 86,000 people came to or saw our events compared to 8,679 last year (It is worth noting that for some of last year, lockdown regulations were still in force and the team only made the transition to restart mass participation events in summer 2021).

Some of the highlights in the last twelve months have been the:

- 17 Community Makers Sessions attracting 8791 participants
- 25 Music gigs and workshops for 14-18 year olds attracting 3638 people
- 7 Large Community Festivals and Events attended by over 72,000 people
- 7 training sessions in which 226 artists participated

Even more encouraging in terms of enabling the communities to thrive are the number of volunteers who have come forward as well as the groups of "community producers". The Freshly Greated team hold monthly meetings with these community producers to discuss ideas and provide updates on activity. The number of community producers has approximately doubled with more than 100 people getting involved with the project. Several producers have received additional training and go and see opportunities to continue to develop their experience and skills. There have been 332 times people have volunteered their time – contributing 1775hours in total over the last year.



*One of Freshly Greated's community events*

## Luca's story

*"My son has attended all Play Produce Promote sessions and the positive outcomes of this are definitely measurable. He has had the invaluable opportunity of extending his skills in a working music venue with experienced professionals who have been patient, friendly and approachable.*

*My son has Autistic Spectrum Disorder which can make it extremely difficult for him to access new experiences and meeting new people without it causing him stress and anxiety. Due to the inclusive and welcoming approach of the project he has absolutely loved every second and his confidence and skill set have grown significantly.*

*As a result of attending he has gained contacts within the local music scene which has led to him working on community events behind the sound desk, both paid and voluntary. It also gave him the boost he needed to apply to uni to study music production (Emma, parent of Lucas aged 18 (Play, Produce, Promote participant), Gorleston."*

**Over 86,000 people**

**attended**
**Freshly Greated events**




# Supporting people when they need help the most

Voluntary Norfolk leads a number of projects and supports a variety of support services – everything from assisting carers, young carers and their families to offering help to those struggling with loneliness and social isolation. Our work is designed to ensure that people across Norfolk get support when they need help the most.

## Better Together

Our Better Together Norfolk service continues to play a key role in working in partnership to alleviate loneliness and social isolation across our commissioned areas of delivery (Norwich, South Norfolk, Broadland and Great Yarmouth). The service seeks to reduce barriers causing loneliness, offer new opportunities for social interaction, deliver one-to-one assessments, coaching interventions and support to individuals, design and deliver community-led initiatives.

The importance of the service has been demonstrated by the fact that in 2022-23 there has been an increase in both the number of referrals we have received and the number of hours of peer support we have provided Over the last year, Better Together Norfolk has accepted 511 new referrals (up from 488 last year). Typically, the Better Together life connectors engaged with clients for about four-to-seven months. In addition to the Support of

Life Connectors we also deliver peer support helping those with lived experience shape and deliver groups. Over the last year this amounted to 5,696 hours of peer support. This is a considerable increase from last year during which time the team conducted 3,423 hours of peer support for individuals suffering from social isolation or loneliness.

We have run activities and campaigns across Norfolk to bring people together in order to overcome social isolation. Our "Chatty Chairs" and "Kindness postboxes" proved particular highlights having been installed in supermarkets and cafes around Norfolk.

Inflation returned to blight Britain in 2022-23, exacerbated by rapidly rising food and energy bills. With these rising costs hitting everyone, our attention turned to those most in need, namely those facing with the stark choice of heating or eating. Many of our clients were struggling to make ends meet, and with money issues comes mental health challenges and in increase in social isolation. A grant from UK Power Networks meant we were able to give advice, hints and tips to clients about ways to save money on their fuel bills and we were able to help several hundred this way. We also launched a successful slow cooker appeal, raising an impressive £11,230 which will allow approximately 400 slow cookers to be delivered to some of those most in need across Norfolk A slow cooker has several benefits, such as hands-off cooking, conservation of energy, and

**Our team conducted**

**5,696 hours of peer support**

**for individuals suffering from social isolation or loneliness**



*Our client Jennifer with a slow cooker purchased with money raised through our slow cooker appeal.*

bringing out the flavour in most foods. One of our clients Jennifer said the following.

> *"I've been living off sandwiches after the pandemic, I was never taught to cook as a child, and was struggling to afford to turn the oven on to make hot meals. It was such a cold winter, and my slow cooker has been a life saver. I've managed to make stews, curries and even jacket potatoes. Even my canned stuff from the food bank can we warmed up in there."*

Alongside providing slow cookers we were able to deliver a series of cooking classes. Which not only gave the community practical support with creating healthy and affordable meals. It gave individuals a sense of belonging. At the end of each session the whole group sit together to enjoy their meal as a team. It was observed the confidence in the participants growing week by

week, and their ease at interacting with each other. One client commented:

> *"I actually thought I was going to just learn to cook, but I learnt how to make friends and talk to people. We've said about all having to meet up to eat together when the course finishes."*

It has been particularly rewarding to see how adaptable the service was in responding to the changing needs of our clients over the last twelve months.

### A student's story

One person became a Better Together client following a meeting at the Job Centre. Due to health problems, she could not continue with her studies. This impacted her self-esteem and confidence. As a result, she lost regular contact with her fellow students.

After a second meeting, she was introduced to the Art Group that Better Together set up for clients. There, she made friends and soon became a regular attendee. At a later meeting, the client described how she was nervous going to the group for the first time but was so pleased she had.
She said it had given her the confidence to socialise again and consequently had gone to a student reunion she would previously avoided. She was now 'doing more things' and said how she was now 'so much happier'.

# Carers Matter Norfolk

Voluntary Norfolk is a delivery partner in the Carers Matter Norfolk (CMN) service, delivering statutory Carers Assessments and support to adult unpaid carers throughout Norfolk on behalf of Norfolk County Council.

Carers Matters Norfolk (adults), through a team of Family Carer Practitioners, supports carers to maintain their caring role through support to access health and wellbeing funds, grants, counselling services, breaks and signposting, including to others projects Voluntary Norfolk provides. This is a vital role for many carers who may be feeling lonely, vulnerable, and isolated.

Some feedback from one of the grant recipients demonstrates how useful they are:

> *"A big thank you for the vouchers. They were a great help, and a big thank you also for the added grant application on our behalf for cost of living, thank you for all your help. I cannot thank you enough for what you are doing for us. Thank you again."*

Additional support has been available via a short-term project funded by North Norfolk District Council, specifically to help reduce the impact of mental health and isolation amongst carers in the north of the county.

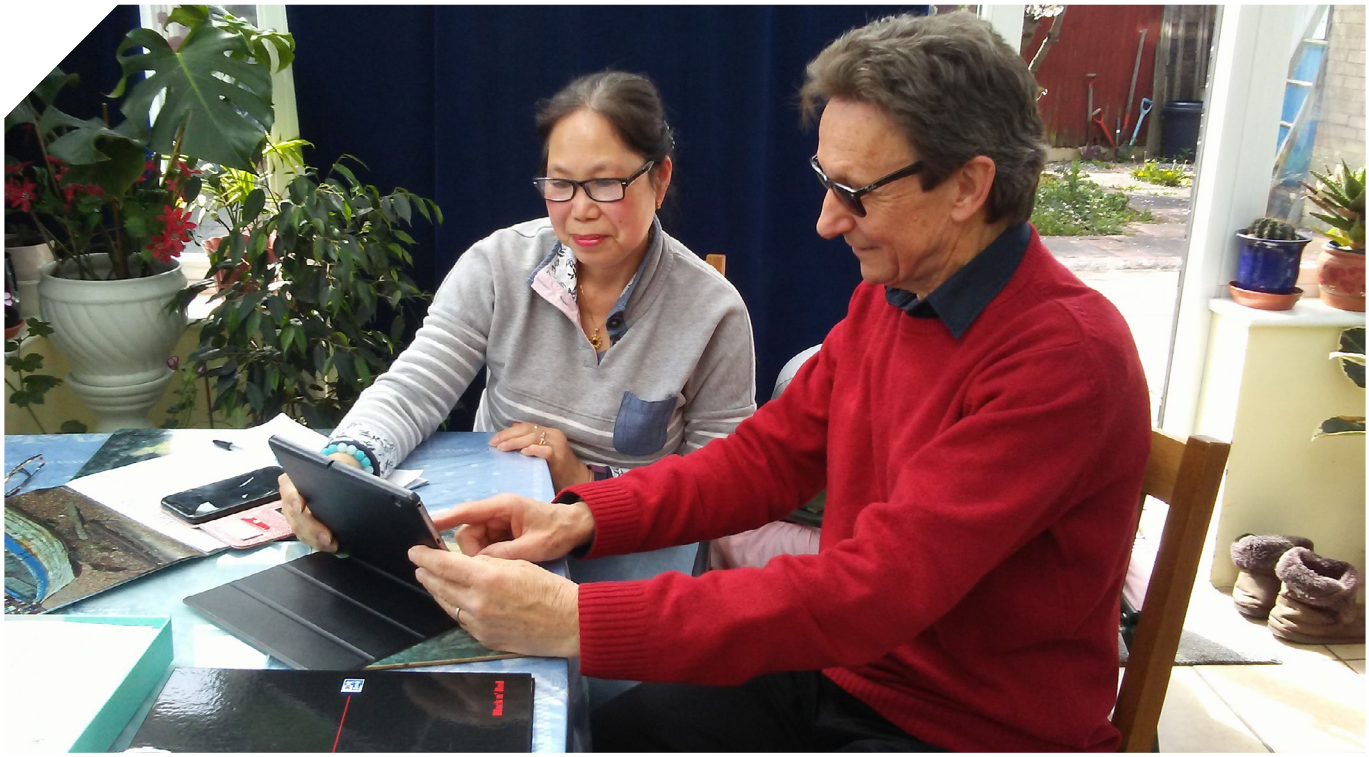
Throughout the year, 625 referrals were made to the CMN Adults Community Team from the Advice Line. Of these, 574 assessments were carried out, which looked at carers' individual needs across health, wellbeing, finance, employment were undertaken, with personalised action plans for support drawn up and shared with the carers.

Support included:

- 231 Health & Wellbeing payments for items such as counselling, clothing, spa days, theatre trips, white goods – to make the caring journey more manageable.
- 271 referrals for Carers' Breaks with 158 individuals benefitting from short breaks from the caring role.
- 23 received a Digital Inclusion tablet to enable them to access the Internet. 31 Digital Volunteer requests whereby volunteers provided advice and assistance to ensure people were able to use the tablets.
- 30 Step Down volunteers assigned to carers where they felt they would benefit from companionship to attend a group.
- New Peer to Peer support introduced whereby individual carers matched with others who have shared experience

## Carer's story

*"I just want to say a huge big thank you for your care and support over the time I was caring for grandad. You were so patient and kind. You gave me time and I built trust with you. You went out of your way to help us as a family and especially me. You went above and beyond and made sure I understood everything. The world is a tough place at times but you made a ray of sunshine a light when I needed it most."*



*Volunteer John showing a carer how to use a tablet*

# Young Carers Matter

The Young Carers & Families team seeks to support Young Carers and remove or reduce some of the caring needs from the young carer, whilst giving these children and young people the space to be a young person, enjoy their childhood, build positive relationships and feel less isolated.

We work across Norfolk with local partners whose strength is knowing the area they work in, the schools, local groups and their community. The mix of Youth Workers and Young Carer Support Workers from our partners work closely with our team of Family Support Workers to ensure the family has proper wrap around support where needed, to help remove or reduce any inappropriate or excessive caring from that young person.

Young Carers have continued to benefit from 1:1 support, being able to take part in groups, positive activities and meeting other Young Carers. Young Carers consistently tell us that knowing there is an adult they trust, who can provide that listening and support, helps them manage life's challenges, whether caring related or not.

Our team of Family Support Workers, work in a whole system approach, drawing on the strengths that lie within the family and across their community. Our team works in the home with the family co-producing with them action plans which help support the family to overcome challenges & barriers and build their resilience. Family needs have increased alongside waiting times for NHS and Social Care support and these have needed more intensive, specialist support from our team to keep them safe and access the assessments for the ongoing help & support needed. We've been able to provide supermarket vouchers to some of our most vulnerable and disadvantaged families this year and supported others to access foodbanks as the cost-of-living crisis has squeezed their income exponentially, while providing assistance to look at their finances & debt.

**Our team supported**

**1,441 young carers**

**and members of their families**

Meeting with families and cared for persons highlights the loneliness disability and ill health can bring; we support these families to access other services within Voluntary Norfolk such as Better Together Norfolk to root them back into their community networks, building friendships along with their confidence and self-esteem.

Over the last year, the service has directly and indirectly supported 1,441 Young Carers, those who are being cared for and family members. Of these we identified 736 new Young Carers accessing the service, with an increase in early identification in the younger age group of 5 – 9 years. More families caring for someone with a physical disability have reached out to

the service with a 40% increase in this group, and a 14% increase in Young Carers caring for someone with a mental health difficulty. Although figures are still extremely low, we have seen a 106% increase in Young Carers coming into the service supporting someone with a substance misuse and mental health difficulty.




*One of the young carers we support was able to buy a bicycle thanks to a grant we applied for*

## A young carer's story

Client X is a Young Carer, aged 17 who cares for her Stepfather and siblings whilst studying at Sixth Form. Client X had been referred previously for Young Carer support but had not engaged with the service. We asked one of our Family Support Workers to make contact to build a relationship with her and overcome barriers.

When the Family Support Worker met with the Young Carer, she had no thoughts or hopes for the future. Her Grandmother was dying (and passed shortly after she started support) and she was also breaking up with her long-term boyfriend. We provided emotional support as she experienced these two major life changes.

We worked with Client X looking at key practical things which would help her amongst them negotiating with the Housing Association for urgent repairs to be made to her house after severe flood damage from a burst pipe. Client X has now turned 18 and has been supported to access a savings account which she will use to buy a car, she has passed her theory test and has her practical booked for June. She has also found a supportive boyfriend of her own age.

Client X has been able to engage with looking at Higher Education and has been accepted by all three of her university choices, she is hoping to not go too far away in case her family need her.

Client X had previously not engaged with the Young Carers services but because we built up a relationship with her and with our encouragement has now engaged with a Young Carer Worker and is getting the 1:1 support she needs.

The Young Carer has grown in confidence in her personal life. She has had the opportunity to pass some of the responsibility and pressure of dealing with adult situations on behalf of her family and together we have worked through them. She is now excited to attend University and to be able to drive which will allow her some distance from family life and the chance to develop as her own person but will also mean she is close enough to return home if her caring responsibilities require her to.

# SOS Bus

Voluntary Norfolk has continued to run the SOS Bus service which looks after the safety, health and well-being of people visiting Norwich's city centre on Friday and Saturday nights. The service aims to reduce unnecessary Accident and Emergency visits, ambulance call outs and to free up police officer time, by offering a safe space with medical cover for anyone in emotional or physical distress. It also provides other help, such as free phone charging, bottled water, flip flops, advice. In total this year, the SOS Bus service helped over 2475 people.

In 2022-2023 the service had 38 volunteers (a considerable increase from the 25 the service had last year). There are three core volunteer roles on shift: One Shift Coordinator, three Shift Support and a Support Vehicle Driver alongside contracted paramedic, first aider and security. Over the course of the year volunteers gave 2238 hours of their time for shifts (up from 1708 hours in 2021-22), 73 hours to clean and maintain the vehicle and 32 hours promoting the service at events.

A total of 73 shifts were run (up from 61 shifts last year). 2091 people were helped through the provision of bottled water, phone charging, flip flops, condoms, etc. and a further 384 individuals were cared for on the bus.

The importance of the service and impact that it had supporting the emergency services is demonstrated by the fact that 27 Accident and Emergency visits and 177 ambulance callouts were prevented. It is estimated that the service saved approximately £123,000 for the ambulance service. Given the pressures that the ambulance service has faced this financial year in terms of response times, this service is arguably more vital than it ever has been. Furthermore, the team spent over 54 hours looking after clients brought to the service by the police, who they would otherwise have had to stay with, thus freeing up operational capacity for the Norfolk Constabulary at some of their busiest times.

## A weekend story

A husband and wife were brought to the bus by the Police. The husband had tripped up the kerb crossing the road and fell down on the pavement, cutting his eyebrow and injuring his shoulder. The Emergency First Responder assessed him first as the paramedic was busy with another client at that time. Once he was seen by the paramedic, it turned out that he had dislocated his shoulder. To avoid an ambulance call out, the SOS Bus Support Vehicle took him and his wife up to A&E for further treatment. The SOS Bus had prevented yet another ambulance call-out by providing initial treatment and transport to A&E.

**It is estimated that the SOS Bus saved approximately £123,000 for the ambulance service**




# Strengthening communities and improving lives through volunteering

As Britain emerged from the pandemic the national emphasis on mass volunteering dissipated as the vaccine centres closed or were relocated back into surgeries. Indeed the pandemic had a noticeable impact on volunteering trends across Britain with the numbers down in particular the regular, formal type of volunteering. According to the NCVO, formal volunteering levels fell from 23% of adults who volunteered at least once a month in 2019-20 to 17% in 2020-21. For those who volunteered at least once a year, this also fell from 37% to 30%. In this context the work of Voluntary Norfolk's volunteers proved invaluable in continuing to strengthen communities and improve lives.

## Community Response Service (CRS)

This year has been a period of significant change for this service. Funding for the Covid Response ended this year and we received some funding to transition the service into a community response service that could provide volunteer support to improve lives and build communities. The community response service, completed this pivot and is now assisting people in the community to achieve healthy outcomes by helping them to maintain their independence either following discharge from hospital, or completing low-level support activities, such as: Light household chores, assistance to appointments, food shopping, medication collection and support to complete personal administration to avoid hospital admission altogether. Over the last 12 months our volunteers provided a total of over 3,400 hours of support and have assisted 212 clients.

Previously the focus had been on supporting the vaccination drives. Nevertheless this year,

over 2,000 volunteer hours continued to be dedicated to supporting the COVID vaccination effort.

CRS also provides loneliness and isolation support, offering both telephone and in-person befriending, and supporting people for up to 12 weeks. Over the last year 94 volunteers supported these efforts. Feedback received shows that many befriending matches go on to become long-lasting friendships.

At the end of the financial year, the funding for this service was integrated into a wider Community Crisis and Hospital Discharge Support Service, which Voluntary Norfolk will be a partner in delivering going forward.

## Health and Wellbeing Service (H&W)

The health and wellbeing service was set up to support people in the community to live healthier and more independent lives by supporting them with low-level activities and access to the community.

Over the last year our volunteers spent 537 hours supporting 105 clients. At the end of the financial year, the funding for this service was integrated into a wider Community Crisis and Hospital Discharge Support Service, which Voluntary Norfolk will be a partner in delivering going forward.




*Beccles hospital*

**Our Community Response**

**Volunteers gave**

**over 3,400 hours**

## East Coast Community Healthcare CIC

Voluntary Norfolk's partnership with East Coast Community Healthcare (ECCH) saw our volunteers continue to help improve the patient experience and support healthcare professionals in the East Coast area, particularly Beccles and Lowestoft areas.

37 active volunteers have provided 830 hours of support across all roles, from visiting patients in Beccles hospital to provide companionship through to providing Health and Wellbeing support to service users in their local community. Even though this is down from last year when we delivered 911.25 hours, which given the national picture is to be expected, it is still considerably up from 2020-21 where our volunteers donated 576 hours supporting staff and patients.

We have been working hard to develop new roles, particularly working with service users in the community. The very new Health and Wellbeing role started in the last quarter and so far has had 15 people referred in to it for a wide variety of support, from someone to go for a walk with to help get them moving, to help accessing local community groups and building confidence and independence.

### Lyndsey's Story

*"My main job was to spend time socialising with patients on the ward. Games are available but the majority of patients preferred to just talk. I also helped out with things like collecting extra items such as blankets for patients and some filing.*

*Healthcare assistants and nurses don't always have time to sit with patients and talk as they are so busy. I think they appreciate knowing patients are able to have a chat with somebody and offer some extra support as many patients are feeling upset and vulnerable when in hospital.*

*It has been a great experience and I have learnt lots from watching how the HCAs and nurses work. It's boosted my confidence socially. I've enjoyed giving something back and I feel a sense of pride that I have been able to help some of the patients through a difficult time."*

## James Paget University Hospital Discharge Welfare Checks

We have made calls to over 1,200 patients since the service started last August, checking in on wellbeing since they had been discharged from JPUH. We've been able to refer on to the Community Response service when patients had a short-term need that a volunteer could address, such as medication pick-ups or help with basic household tasks, and have also referred nearly 200 patients on to Health Connectors for more complex or longer term needs, helping to prevent crisis and hospital readmission.

## ERS Medical Transport

The ERS medical volunteers, run by Voluntary Norfolk, continued to provide a professional high-quality patient transport across the county and further afield. Our volunteer drivers use their own cars to provide door to door transport to essential, non-emergency medical appointments, mostly within East Anglia. This reduces the cost to the health service, as otherwise these patients would have had to travel by taxi or even by ambulance.

At the end of the 2022-23 financial year, Voluntary Norfolk had 43 active volunteer drivers. (This number of active drivers varies throughout the year and tends to be lower in the months before the new tax year, as drivers have often reached the 10,000 mile limit for the HMRC higher travel expenses payment. This was particularly the case this year given the high motoring costs in general). This compared to 39 active drivers at the end of the previous financial year.

Throughout the year, 454,248 miles were driven (down from 556,947 miles the previous year), completing a total of 11867 journeys (compared to 11,681 journeys in 2021/22), and ensuring that people who needed to travel to and from the hospital or a medical appointment were able to do so. The number of miles covered this year was down in part because this financial year our volunteers started taking more than one patient at a time in their cars following the removal of Covid restrictions.

### Keith's story

> *"Having been a patient and a volunteer I have seen this from both sides. Having volunteer drivers helps to spread the workload across the NHS as I doubt that all the patients, who qualify for transport, would have been able to benefit from, free, door to door transportation. Many of the patients are amazed at what we offer and could not see how they would have managed without us.*
>
> *I absolutely would recommend volunteering. It gets you out of the house, gets you meeting other people, provides an amazing service and gives me great satisfaction when I realise that I have helped someone. What more could I ask for?"*



*Volunteer driver Keith*

# Norfolk Community Health and Care NHS Trust

The NCH&C Volunteer Service, delivered by Voluntary Norfolk, employs a team of staff who recruit, train and manage volunteers to provide support in clinical and administrative settings in community hospitals and clinics across Norfolk. At the end of the 2022-23 financial year, our service had 136 registered volunteers – this was down from 168 at the end of the previous financial year largely due to the end of the Covid 19 Vaccination programme which had drawn in a number of shorter-term additional volunteers. Despite the overall drop in numbers, volunteers contributed an increased amount of their time across a wider range of roles logging a total of 6317 hours across 53 different volunteer roles.

The roles our NCH&C volunteers undertook included:

- Providing companionship to inpatients
- Supporting patients in activity and therapy groups
- Supporting with simple, practical tasks on wards, such as lunch menus, cleaning touch points, stocking up everyday items
- Assisting patients at mealtimes, following successful completion of the appropriate training
- Meeting and greeting patients arriving for clinics and giving directions
- Assisting with basic administrative tasks such as the collation of patient packs (see Rhianna's story below)
- Telephoning patients to collect vital feedback on their experiences
- Helping to tidy gardens on NCH&C sites, through basic gardening tasks
- Supporting reception teams with check-in and welcome processes
- Tidying stockrooms, and putting new stock away
- Helping new overseas nurses with orientation into the local area

The apparently straightforward nature of many of our volunteer roles belies the positive impact that they make. Our Meet & Greet Volunteer role is one example – our volunteers perform a valuable service in providing a warm welcome to outpatients arriving for clinic appointments, ensuring that they are directed (or even escorted) to the appropriate areas and that they are able to check in for their appointment. The fact that the vast majority of patients can be helped in this way by our volunteers means that the reception staff are able to focus on those patients with more complex enquiries as well as focusing on the wide range of other tasks that they are responsible for.

Voluntary Norfolk's contract to deliver the NCH&C Volunteer Service was this year extended an illustration of how the service is highly regarded as an integral part of the Trust, making a vital contribution to improving patient experience and helping staff to deliver outstanding outcomes.

### Rhianna's story

Rhianna is an NCH&C volunteer who last autumn got involved at the St James Clinic in West Norfolk.

She said:

> *"Volunteering allows me to meet with people outside of my family unit, as well as keeping me in a stable weekly routine which helps to maintain my mental and physical health."*

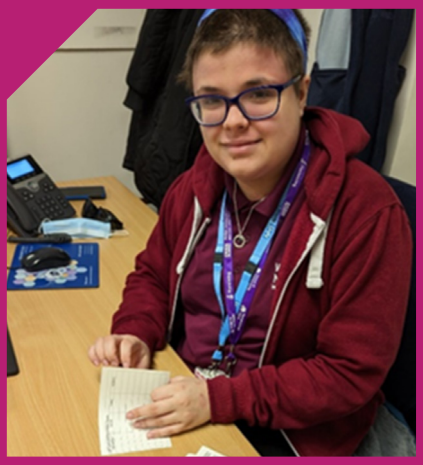
Her efforts have impressed her colleagues. Sophie, who acts as Rhianna's Volunteer Champion, supporting her during her volunteering sessions, said:

> *"Having Rhianna at St James has been lovely, and she has fitted in quickly. Rhianna does wonderful work with helping to prepare leaflets for the patient packs which our nurses take to patients in the community."*

This sort of work allows clinical staff to spend more time seeing to patients.

Rhianna said:

> *"I would recommend volunteering at NCH&C (the Norfolk Community Health and Care (NCHC) NHS Trust) to anyone because the wonderful staff and other volunteers have made the experience so great for me!"*



*Rhianna preparing patient packs at the St James Clinic*

# Digital Inclusion

In November 2022, our digital inclusion service came to an end. The service was funded by Norwich City Council and between 1st April and 11th November, we continued to recruit, train and support volunteers to provide digital support to Norwich residents. 20 Digital Inclusion volunteers provided digital skills support to over 60 new learners, and many returning learners at Digital Hubs, at the learners' own homes and over the phone.



# Building a thriving VCSE sector

A core aspect of Voluntary Norfolk's work is supporting and enabling the wider VCSE sector in Norfolk to thrive. This work is carried out by our Communities team. They have three key purposes:

- Providing and facilitating support to VCSE groups and organisations in Norfolk
- Advocating for and supporting the diversity of VCSE voices across the sector and enabling them to be heard by key audiences and stakeholders
- Promoting and enabling volunteering

Within the Communities team there are a number of different work strands:

## Empowering Communities

In October 2021 the Empowering Communities Partnership (ECP) was established to connect, collaborate and champion the VCSE sector so it can make an increasingly significant contribution to the quality of life of Norfolk residents. Led by Voluntary Norfolk (alongside CAN and the NCF supported by NCAN and FUSE Norwich), this partnership covers the whole of Norfolk and represents a rich body of contacts, experience, local and specialist knowledge built up over many years. Given the many challenges that VCSE organisations are having to deal with – a reduction in donations and income, rising costs, increasing demand for many services, a decreasing pool of volunteers, difficulties in recruiting paid staff – this integrated and joined-up approach continues to be vital for providing the most effective and easy-to-access support.

# Voluntary Norfolk Network

Voluntary Norfolk has recognised that inclusive and responsive networks, that harness expertise from across this diverse sector, are the most effective way of helping organisations thrive. Being part of the Network enables organisations and groups to strengthen relationships with other VCSEs and supports partnership development while enabling more collaboration and less competition. Regular newsletters and Padlets (online notice boards) enable members to access a wide range of information, as well as having opportunities to network and attend events. At the end of this financial year the total of network members had grown from 219 to 290 organisations. The feedback has shown the impact that the scheme has had:

> *"Just wanted to say what an amazing range of events and content in this network update – it all looks really exciting and great to see some different perspectives in there too, moving beyond the usual topics"*

> *"Was so good to network and share experiences with peers IN PERSON!! Good conversations and ideas"*

> *"So much more beneficial than "learn from me" PowerPoint meetings"*

> *"How useful it is to be active in networks and learn from each other"*

**Our Network grew from 219 to**

## 290 organisations

# Good Practice and Networking Events

Since April 2022 a key part of our support offer centres on Good Practice and networking events, both online and face-to-face. Over the last year, Voluntary Norfolk put on 18 such events which were attended by 390 people. This was considerably up from last year when we put on 12 events attended by 153 people. The events are designed to bring together local expertise around key themes and enable groups and organisations to share approaches, build knowledge and confidence and develop relationships. The feedback that we received from individuals and groups who have attended the sessions has been overwhelmingly positive:

> *"I will share the knowledge with my fellow Trustees and plan a strategy for Access and Inclusion going forward. Very helpful advice and suggestions during the breakout room period which I will also be following up."*

> *"Really good mix of speakers and a chance to link up with other organisations."*

> *"The event was very informative and great to hear from a range of speakers in different locations and different sized organisations."*

> *Information from this session will allow me to better engage with volunteers and aid their own development*

> *I hope to use inspiration from other projects to improve the experience of volunteers in our organisation & create a more structured programme to meet volunteer needs. I will also use the frameworks from Helen's report to improve volunteer experience and a culture of wellbeing at work.*

**Our Good Practice and networking events were attended by**

**390 people**

# Get InVOLved Norfolk

One of the most exciting new developments this year was the launch of our new volunteering portal for VCSE organisations and volunteers which went live in July 2022. Since then, 49,600 unique visitors used the site in the first 10 months – an average of 5,000 visits per month. Volunteers registered on the portal has increased to 2,004 (in comparison with 825 on the previous portal in March 2022) and 218 organisations have posted 734 opportunities. These have been located across Norfolk. The design of the new portal is much more intuitive and user-friendly, with filters to aid searches by area, activity and social objectives, amongst others. The site includes pages for trustees, young volunteers and next year a greater emphasis will be placed on the Employer Supported Volunteering offer, where employers encourage their staff to volunteer during work hours (up to an agreed maximum). The feedback from users has been extremely positive:

> *I've just given the new Get InVOLved website a go and wanted to let you know that I'm really impressed by it. It's a huge step up from the last site, so easy to use and search for roles, I've been tempted by a couple myself!*

> *I'd like to say the site looks great and thanks for creating this for us.*

> *I've definitely noticed that we've been getting a lot more applications and interest from VN since its launch.*

> *So far we've had 21 volunteers express an interest in our roles via the new portal, most of which have gone on to volunteer with us.*

**49,600 users**

**visited our new volunteering portal Get InVOLved Norfolk**

# Norfolk Volunteer Passport

The Norfolk Volunteer Passport provides volunteers with the knowledge and skills to help them find new roles more quickly and to move more easily between volunteering roles, especially within short term roles that urgently require extra volunteering capacity. During the last year, there were six 6- session online training programmes and one face-to-face programme held at Wensum Lodge in Norwich. They were delivered for Voluntary Norfolk by Norfolk Adult Learning. In the last year, 60 volunteers have completed the course and engaged in volunteering. This compared to 38 people who completed the course last year. Some feedback shows how appreciated the volunteers have been of the training provided:

> *"I feel confident now undertaking a voluntary role as I feel I have learned exactly what boundaries I have and where I can go to if I need help. I feel all of the areas we covered are exactly what I need to prepare me for working in this sector."*

> *"This course boosted my confidence in my own value in volunteering and in general conversation with other adults."*




*Thanks to the Volunteer Passport, Steve regained the confidence to find roles that help people*

## Steve's story

Steve Harris decided that he wanted to do something different with his life and so earlier this year, he enrolled on the Norfolk Volunteer Passport. This passport scheme, run by Voluntary Norfolk, gives people a general understanding of what volunteering entails and links individuals with organisations that have the most pressing need for volunteers.

Steve explained:

> *"It's that perfect stepping-stone between not working and working."*

Taking part in the programme gave Steve a renewed confidence and desire to find a role that really helped people. He continued:

> *"The volunteer application form and person specification allowed me to work out where I would be best placed and allowed me to go straight into volunteering rather than filling out so many different application forms and attend various interviews."*

After completing the scheme, he started volunteering with St Edmunds Society (a Norwich-based charity, offering vocational training and employability skills training to young people aged 16-18 who find mainstream education challenging) and at MensCraft (A Norfolk charity focusing exclusively on the health and wellbeing of men).

This year, Steve successfully applied for a paid role with Better Together (Voluntary Norfolk's service that seeks to tackle loneliness and social isolation) and is now a Life Connector supporting people in Norwich. The Volunteer Passport proved to be that stepping-stone that changed Steve's career path. It is ideal for people who have volunteered before as well as those new to volunteering.

# Other activities

During the year Voluntary Norfolk led on the development of the first volunteering vision for Norfolk, commissioned by Norfolk County Council. The intention was to carry out research into volunteering trends in the county and explore why numbers of volunteers have fallen in recent years, and to highlight organisations that have made effective adaptations to their working practices in order to recruit and retain volunteers.

This was added to through a short-term research project in Great Yarmouth, funded by Norfolk Community Foundation's Know Your Neighbourhood fund.

Through these two initiatives almost 500 people contributed through online surveys, discussion groups and one-to-one interviews. A discussion paper drawing together initial findings was circulated to strategic partners and the VCSE sector for further input. The Vision for Volunteering in Norfolk is due to be published in September 2023.

Voluntary Norfolk also secured additional funding during the year from NAVCA to develop infrastructure support for local organisations that support and help refugees and asylum seekers arriving from Ukraine and other countries.

# Momentum

Through its Momentum team, Voluntary Norfolk has continued to provide specialist support to voluntary and community organisations working with children and young people to help them run high quality, safe and inclusive services. Momentum does this by:

- Connecting, training and advocating for youth groups in its Youth Group Network
- Youth work training
- Small grants
- Norfolk Youth Awards
- The Voluntary Sector Forum (Children, Young People and Families

Momentum's Youth Work Network had existed since 2018 as a space for youth workers to meet on a quarterly basis to share good practice, and it was re-shaped in 2020 to become an online monthly catch-up for youth workers during the covid-19 pandemic. Over the last year, we have restarted in person meetings. These attracted a total of 58 people from 35 organisations. Six training sessions were put on covering topics like Gambling Addiction Awareness and DBS training. 111 training places were taken up over the course of the year.

Difficulties have sadly continued with our youth work training offer for a variety of reasons, including funding issues and a lack of qualified trainers. Nevertheless, seven learners achieved their accreditation in youth work with six gaining the full Level 2 Award. A decision has been made for Momentum to cease offering accredited courses. Existing learners will be supported until the end of 2023 to ensure they have adequate time to submit work for assessment.

Our small grants programme continued in 2022-23 thanks to funding of £15,000 from Norfolk Children's Services to support youth work in Norfolk. A hugely successful element of the Momentum grants and funding process is that all grant applications are assessed by

Young Commissioners from the Youth Advisory Boards operating in each district area. They have a good understanding of what is needed in their area. A total of £10,259.93 was spent over the 13 successful grant applications and Momentum training this year. One of the beneficiaries this year was St Georges Theatre in Great Yarmouth, which used their grant of £750 towards their production of the popular musical 'We Will Rock You', at Easter 2022.

Momentum has run Norfolk Youth Awards since 2011. The new FLOURISH framework, launched in the summer of 2022, provided an opportunity to align the Youth Awards with other initiatives for young people, leading to increased recognition for the Awards. This helped us to address a common issue raised about the Youth Awards, which is that young people often struggle with setting goals for themselves without additional guidance.

Momentum has continued to host the Voluntary Sector Forum (Children, Young People and Families) for voluntary community and social enterprise (VCSE) organisations that provide services to children, young people and their families in Norfolk. The Forum met four times this year to provide a means for two-way engagement between the VCSE and statutory partners and a space for members to raise key issues that impact on our sector and those we represent.




*St George's Theatre was able to run a production of 'We Will Rock You' thanks to a grant from Momentum*

# CBR Business Solutions: Professional Support Services for Charities, Social Enterprises and Businesses

CBR Business Solutions is the trading arm of Voluntary Norfolk, with operating profits providing an important source of unrestricted income.

We provide essential HR support, DBS checks, Payroll and Auto Enrolment services to around 500 organisations across England and Wales. Our clients range from small local charities to large SMEs, and we are proud to deliver high-quality services through our experienced and knowledgeable team.

During the last year we have undergone a brand refresh, a review of our processes to identify changes required to enhance our referral procedure and actively sought feedback from a number of clients to ensure our service is meeting expectations.

## DBS Checks

We offer both online and paper-based DBS Disclosure applications for our clients, ensuring a fast and secure process. We also provide an 'applicant verification service' performed at the Post Office for eDBS clients and are looking to provide digital identity checks as this becomes available. This year we have introduced free DBS training workshops in partnership with the Disclosure and Barring Service to existing clients, with the plan to extend this offer to anyone with responsibility for DBS checks.

## Payroll Service

We take care of the payroll needs of our clients, who choose to outsource this function due to capacity, lack of in-house skills or relevant software. Every month, we pay the salaries to 900 payees in 75 discreet customer payrolls, taking into account individual pension requirements, adjustments, statutory payments, tax codes, deductions, tax and National Insurance. We also process and send relevant documentation for clients such as payslips, pension letters, P45s and P60s, returns to HRMC and schedules for pension providers.

## HR Consultancy

Our Chartered MCIPD HR Consultants provide a flexible, professional HR service on all aspects of HR management. Whether they need help with on-boarding, contracts of employment, policies and procedures, training and coaching, performance management, restructures, ill health and capability, disciplinary and grievance processes, consultations or redundancies, our qualified consultants can assist. We also act as Investigating Officers in case of complex disciplinary and grievance investigations.

## Jobs Board

We also support our clients and other organisations by advertising job vacancies on our Jobs Board and Archant's EDP online job search portal, Jobs24. This helps them reach a wider pool of potential candidates and find the best talent for their roles.

# Financial review

The financial performance of the organisation has remained strong.

The statement of Financial Activities for the year is set out on Page 40. During the year, the charity's incoming resources increased by £830,411 (20.4%) to £4,889,562 (2022: £4,059,151). The vast majority of total income and of this year's increase in income derived from charitable activities (Note 3). Principally, these are agreements to provide specified services to improve the lives and wellbeing of people living in Norfolk. Legacies and donations accounted for only £7,460 (0.2%) of total income (2022: £61,317).

Of the charitable activities, the greatest increase in income in the year derived from agreements to deliver services in the areas of Health (£463,049) and Communities' (£342,425). The details of these services are described in the relevant sections of this Report, above.

An important contribution to the charity's net income for use on its charitable purposes comes from CBR Business Solutions as described on page 28 above. The gross income from this source stood at £521,058 (2022: £532,005) in 2022/23 with net income of £15,340 (2022: £46,015).

Expenditure on charitable activity increased by 16.4% to £4,791,116 (2022: £4,006,099) and naturally continues to be the vast majority of the charity's costs. The areas of increase largely reflect the areas of increased income mentioned above but there was also an increased rate of expenditure as service delivery reverted to a planned level following the period of the major impact of the pandemic (Note 5). There was no other significant event during the year which impacted significantly on the financial position of the charity.

Taking total income and expenditure into account, the net positive movement of funds during the year was £76,665 with an increase in unrestricted funds of £63,600.

The principal financial risk which continually faces the charity is the ending of fixed term service agreements and its ability to secure new agreements. The pattern of expiry dates and potential for new agreements or extensions of existing agreements are kept under close review by the executive and the Board as a whole. As stated in the Accounting Policies at 1.12, the charity has no risk arising from pension contributions as it operates a defined contribution scheme.

At the end of the year, the charity held total reserves of £1,189,821 (2022: £1,113,156). These include restricted funds of £708,270 (2022: £695,205). This relatively large sum, absolutely and proportionately, derives principally from money held for the purposes of delivery of service agreements. The more relevant figure is unrestricted reserves which stood at the year-end at £481,551 (2022: £417,951).

Included in unrestricted reserves are fixed assets of £28,126 (2022: £18,491). The remaining sum is held in liquid form.

Trustees review the charity's reserves policy every year. Their current policy is to aim to hold unrestricted reserves which amount to three months' 'essential running costs'. This requirement was met and exceeded by almost two months at 31 March 2023. Trustees considered this position to be prudent in the light of a high level of inflation, slowing economic growth and the importance of the services it delivers. The Board intends to keep the position under close review.

# Structure, governance and management

## Constitution

Voluntary Norfolk is both a company limited by guarantee and a registered charity. The year of formation of the original organisation was 1969. The company limited by guarantee and registered in England and Wales was formed 4 November 2005. Charitable registration was achieved on 11 November 2005.

Our governing document is a memorandum and articles of association. The charity's objective is to promote any charitable purposes for or including the benefit of the community in the United Kingdom and in particular Norfolk and Waveney, the East of England and its neighbourhood and, in particular the advancement of education, community and social services, the protection of health and the relief of poverty, distress and sickness.
In addition, it promotes and organises co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

Following consultation with members and consideration by the Board of Trustees, it was proposed at an EGM, held during the course of the 53rd Annual General Meeting, that Voluntary Norfolk should develop a new approach to better demonstrate the returns from investment in infrastructure building on the value that the sector had delivered, most notably throughout the Covid19 crisis, which saw an unprecedented volunteer, voluntary, community and mutual aid response. This was to be achieved, in part, by shifting Voluntary Norfolk's offer of support away from a more traditional Membership fee-based model towards a more inclusive, responsive and flexible network model of support. Current members thereby relinquished their formal role in the governance of Voluntary Norfolk. The proposed changes to the memorandum and articles of association were accepted at that meeting and have been subsequently updated.

## Trustees

The Board of Trustees are the charity's trustees and the legal directors of the company. They are elected or co-opted under the terms of the Articles of Association. A formal process of induction is given to all trustees as well as training as appropriate. The trustees meet six times a year and are the key personnel in terms of directing and controlling the charity. There is a finance sub-committee. All the trustees give of their time freely and no trustee received remuneration within the year.
For this reporting period there were six Trustees who bring a collective wealth of knowledge and experience of voluntary sector delivery, management and governance.

## Management

Day-to-day responsibility for running the organisation is delegated by the Trustees to the CEO, Alan Hopley. The CEO is supported in the running and development of the organisation by a management team of Directors overseeing Voluntary Sector Infrastructure, Operations, Finance and Development.
The pay of the senior management is reviewed annually and normally in accordance with NJC guidelines. The CEO's salary is reviewed utilising recruitment consultants and external benchmarking to attract the appropriate calibre of candidate.

The trustees, CEO and management team are assisted by a Policy Officer to develop, review and update policies and procedures to ensure we meet the highest quality standards.

## Risk management

A risk management register is in place to assist in identifying vulnerable areas of the organisation. During the year, the trustees undertook the annual programme of review of the register established to encompass financial, personnel, insurance, funding and expenditure areas, ensuring identified risks are properly managed and are satisfied that systems and procedures are in place to mitigate the organisation's exposure to the major risks.

## Cooperation with other charities in pursuit of charitable objectives

We are strong advocates for working with other charities and organisations. In our infrastructure provision we work in partnership with Community Action Norfolk and the Norfolk Community Foundation as well as FUSE and NCAN. In our delivery of services we have a range of partners including Shoebox Community Hub, Harleston Information Plus, Out There Arts, Creative Collisions, GYBC, Great Yarmouth Young Carers, West Norfolk Young Carers, Benjamin Foundation, Caring Together, MTM and Holt Youth Project. We also work closely with local authorities, Clinical Commissioning Groups and other NHS organisations to develop and improve services that benefit our clients and help us achieve our charitable objectives.

Voluntary Norfolk notes the implementation plan for the Charities Act 2022 and, whilst changes implemented thus far do not impact on the governance and management of the charity, further changes will be reviewed as appropriate.

# Future plans

A significant proportion of our work is ongoing services or projects, as laid out above. We will continue to deliver these services, looking for opportunities to improve and develop them and working closely with partners and commissioners to ensure the best possible outcomes.

The table below presents an update on progress against our plans for 2022-23 and further plans agreed for the coming year.

| Area of work / Context | Aims for 2022-23 | What does success look like? | Update at end 22-23 |
|---|---|---|---|
| **Infrastructure** Recommissioning of the Working Together offer as Empowering Communities provides an opportunity to provide an improved, updated, partnership offer to the VCSE. The change in volunteer behaviours in response to Covid provides an opportunity for a different volunteer portal offer. | Launch Empowering Communities partnership | Website and newsletter launched. Strong engagement from sector with the Empowering Communities offer and positive feedback. | Empowering Communities website and monthly newsletter were launched during the year and both have been successful. Training and good practice events have also taken place with very good attendance and positive feedback received. |
| | Launch new volunteering portal | New volunteering portal launched in summer 2022 that enables more informal volunteering. Strong sign-up and use by volunteers and organisations. | Get InVOLved Norfolk, the new user-friendly volunteering portal launched and receives high numbers of visits. Registered volunteer numbers have increased significantly. |
| **Services** Emerging from Covid response, and with health and social care system pressures and cost of living growing, pressure on our services is intense, and requires continuous improvement and innovation to provide with limited resources and ensure that services are sustained. | Evolve Covid Response volunteer service into a community response team | The people and energies resulting from the Covid response develop into a longer term, sustainable community response / support resource | Community Response volunteer service developed to provide volunteer support to people in need in their communities. This service is part of the Norfolk and Waveney Community Support service, commissioned by the ICB. |
| | Develop Employment and Skills offer to adapt to changes in funding streams. | An employment and skills offer that continues to be available to support people across Norfolk looking to get into employment | With ESF funding coming to an end, we are actively seeking alternative funding to support our Employment and Skills provision and so continue to achieve the very high levels of success in supporting people into work. |
| | Pursue accreditation for Services | Actively working towards accreditation for our Services, to be gained in 2023. | In progress. |

| Area of work / Context | Aims for 2022-23 | What does success look like? | Update at end 22-23 |
|---|---|---|---|
| **Development and sustainability**<br>Significant changes in funding streams and commissioning systems with ESF funding coming to an end, the move to an integrated care system, and contracts that were rolled forward during Covid being recommissioned. | Engage with ICS development, including continuing to support VCSE Assembly development | Continued strong commissioner relationships and ability to provide VN support where we are well-positioned to do so. | Relationships have developed well. We have continued to support the development of the VCSE Assembly for the ICS, informing the sector of developments and shaping the structures to support collaboration and development of shared good practice. |
| | Grow CBR Business Solutions | Increase in clients helped and unrestricted revenue to support VN's wider work | Financial contribution from CBR reduced in 22-23, following a successful previous year resulting from increased demand for HR support and recruitment post-Covid. |
| | Develop the SOS Bus service to a financial sustainable model | SOS Bus has an agreed operating and funding model for next five to seven years | There is uncertainty around the future funding of the SOS Bus, as a result we are considering options in relation to this project. |
| **Internal development**<br>The previous two years have been an intense period, with a focus on adaptation and delivery and regular change and uncertainty. It has been a time of rapid growth which has not been consolidated due to operating conditions. | Review existing strategy and update three-year strategic plan | Updated three-year strategic plan. | In progress. There have been conversations and work on the strategy which inform our activities, but a three-year plan has not been formally written. |
| | Improve the training, development and engagement offer for staff | Launch a corporate induction.<br>Develop and launch a programme of training and development in response to identified needs.<br>Run a calendar of staff engagement events. | Achieved.<br>Appointment of an Employee Experience Lead enabled delivery of induction, training and staff support.<br>A staff engagement group has been running for over a year. |
| | Improve our internal systems, policies and processes to ensure they are up-to-date and embedded | Review prioritised policies and processes and implement changes identified.<br>Introduce an HR information system to improve staff experience and realise efficiencies in HR work. | We have developed a rolling update program for policy update/renewal<br>We have strengthened our procedures around IT access and data handling.<br>We have selected Cezanne as the supplier for this product and we are now in the implementation phase. |

# 2023-24 Future plans

| Area of work / Context | Aims for 2022-23 | What does success look like? |
|---|---|---|
| **Infrastructure** | Further development of the Empowering Communities Partnership. | A strong and agile partnership able to respond to the needs of the sector, by building capacity and capability, growth of volunteering and strategic engagement and influence. |
| | Development and embedding of the Vision for Volunteering across the VCSE and statutory sector. | Engaged VCSE, public and private stakeholders, who work together to enable growth in volunteering in Norfolk and more inclusive and diverse volunteering opportunities. |
| | Development of our sector support for the refugee support sector. | A refugee support sector, which is able to work collaboratively with the wider VCSE sector and local stakeholders to enable cohesion and inclusion of refugees across Norfolk. |
| **Services**<br>Health and social care system pressures and cost of living crisis continues to grow so pressure on our services is intense, and requires continuous improvement and innovation to provide with limited resources and ensure that services are sustained. | Pursue accreditation for Services | Ensuring we have a formal framework for accreditation will ensure we have robust evidence of the quality of our services. |
| **Development and sustainability**<br>Whilst we had success retaining contracts last year, more contracts are up for recommissioning this year. | Engage with recommissioning on existing contracts, developing our offer and partnership. | Ensuring we are well prepared for recommissioning contracts. |
| | Explore options for closer partnership working with other VCSE organisations. | Developing and maintaining close relationships with VCSE organisations. |
| | Review options for investing in CBR Business Solutions to enable growth. | Growth in CBR income and contribution to Voluntary Norfolk's work. |

| Area of work / Context | Aims for 2022-23 | What does success look like? |
|---|---|---|
| **Internal development**<br>In the past year we have invested in staff training and support, strengthening policies, processes and improving systems. We will continue to build on this to ensure we can work safely and effectively as an organisation; attract, retain and develop staff; and deliver high quality work. | Implement HR system | An HR information system that improves staff experience and realise efficiencies in HR work. As above we are progressing with the implementation of the Cezanne system. |
| | Data & IT | An IT system fit for purpose, providing appropriate support for employees and a high level of security around data. |
| | Continue to develop training and support for staff with a particular focus on client-facing staff and the pressures they face. | A training programme focused on the needs of client-facing staff. |

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

| | |
|---|---|
| **Trustees** | John Archibald, Chair<br>David Walker, Vice Chair<br>Robert Hetherington<br>Vivienne Clifford-Jackson<br>Josephine Smithson<br>Mark Hitchcock |
| **Company registered number** | 05616120 |
| **Charity registered number** | 1112017 |
| **Registered office** | St Clements House<br>2-16 Colegate<br>Norwich<br>Norfolk<br>NR3 1BQ |
| **Chief executive officer** | Alan Hopley |
| **Independent auditors** | Larking Gowen LLP<br>Chartered Accountants<br>1st Floor, Prospect House<br>Rouen Road<br>Norwich<br>NR1 1RE |
| **Bankers** | Bank of Scotland Plc<br>33 Old Broad Street<br>London Branch<br>PO Box 1000<br>BX2 1LB |
| **Solicitors** | Leathes Prior<br>74 The Close<br>Norwich<br>Norfolk<br>NR1 4DR |

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

David Walker
Vice-chair of Trustees
Date: 11 October 2023

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK

### Opinion

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Due to the field in which the Charity operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; safeguarding; GDPR; and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including frauds and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of
**Larking Gowen LLP**

Chartered Accountants
Statutory Auditors

1st Floor, Prospect House

Norwich

Date: 13 October 2023

**VOLUNTARY NORFOLK**

**(A company limited by guarantee)**

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

| | Note | Restricted funds 2023 £ | Unrestricted funds 2023 £ | Total funds 2023 £ | *Total funds 2022 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 2 | **7,460** | **-** | **7,460** | *61,317* |
| Charitable activities | 3 | **4,347,312** | **534,790** | **4,882,102** | *3,997,834* |
| **Total income** | | **4,354,772** | **534,790** | **4,889,562** | *4,059,151* |
| **Expenditure on:** | | | | | |
| Raising funds | 4 | **-** | **21,781** | **21,781** | *13,068* |
| Charitable activities | 5 | **4,341,707** | **449,409** | **4,791,116** | *4,006,099* |
| **Total expenditure** | | **4,341,707** | **471,190** | **4,812,897** | *4,019,167* |
| **Net movement in funds** | | **13,065** | **63,600** | **76,665** | *39,984* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **695,205** | **417,951** | **1,113,156** | *1,073,172* |
| Net movement in funds | | **13,065** | **63,600** | **76,665** | *39,984* |
| **Total funds carried forward** | | **708,270** | **481,551** | **1,189,821** | *1,113,156* |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 48 to 64 form part of these financial statements.

**VOLUNTARY NORFOLK**

**(A company limited by guarantee)**
**REGISTERED NUMBER: 05616120**

## BALANCE SHEET
## AS AT 31 MARCH 2023

| | Note | | 2023 £ | | *2022 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 9 | | **4,028** | | *2,601* |
| Tangible assets | 10 | | **24,098** | | *15,890* |
| | | | **28,126** | | *18,491* |
| **Current assets** | | | | | |
| Debtors | 11 | **1,065,504** | | *672,477* | |
| Cash at bank and in hand | | **1,513,915** | | *1,854,360* | |
| | | **2,579,419** | | *2,526,837* | |
| Creditors: amounts falling due within one year | 13 | **(1,417,724)** | | *(1,432,172)* | |
| **Net current assets** | | | **1,161,695** | | *1,094,665* |
| **Total net assets** | | | **1,189,821** | | *1,113,156* |
| **Charity funds** | | | | | |
| Restricted funds | 15 | | **708,270** | | *695,205* |
| Unrestricted funds | 15 | | **481,551** | | *417,951* |
| **Total funds** | | | **1,189,821** | | *1,113,156* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

David Walker
Vice-chair of Trustees
Date: 11 October 2023

The notes on pages 48 to 64 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2023

| | 2023<br>£ | *2022*<br>*£* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **(318,070)** | *190,229* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(17,340)** | *(15,622)* |
| Purchase of intangible fixed assets | **(5,035)** | *-* |
| **Net cash used in investing activities** | **(22,375)** | **(15,622)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **(340,445)** | **174,607** |
| Cash and cash equivalents at the beginning of the year | **1,854,360** | *1,679,753* |
| **Cash and cash equivalents at the end of the year** | **1,513,915** | *1,854,360* |

The notes on pages 48 to 64 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Voluntary Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### 1.2 Company status

The company is a private company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the gurantee is limited to £1 per member of the company.

The registered office of the company is St Clements House, 2-6 Colegate, Norwich, Norfolk, NR3 1BQ.

#### 1.3 Going concern

The Trustee's have considered Voluntary Norfolk's financial and operational position at the time of signing the financial statements.

The Trustees continue to be fully engaged with commissioners, local authorities and funders with regard to a number of new, extended and/or expanded service offers.

The Trustee's have considered a period of twelve months from the point of signing these financial statements and, considered the level of on-going funding, strength of our offer in respect of contract renewals, engagement with commissioners on new emerging programmes and the financial strength and level of funds within the charity.

Based on the above the Trustee's confirm it is appropriate to prepare the accounts on the going concern basis.

#### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 1. Accounting policies (continued)

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activies.

### 1.6 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Website | - | % 20% Straight line |

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

| | |
|---|---|
| Long-term leasehold property | - 16.6% |
| Motor vehicles | - 5 years |
| Fixtures and fittings | - 25% |
| Office equipment | - 14.3% (7 years) |
| Computer equipment | - 33.3% |
| Database and search engine | - 33.3% |

## 1. Accounting policies (continued)

### 1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

### 1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 1.12 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

## 1. Accounting policies (continued)

### 1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

### 1.14 Agency arrangements

Voluntary Norfolk act as agent in distributing certain funds for Youth Advisory Boards (YAB). Payments received for YAB and subsequent expenditure are excluded from the statement of financial activities as the charity does not have control over the charitable application of the funds. Management costs are charged and recognised in the statement of financial activities. Details of the agency funds and associated payments are disclosed in note 24.

## 2. Income from donations and legacies

| | **Restricted funds 2023 £** | **Unrestricted funds 2023 £** | **Total funds 2023 £** |
|---|---|---|---|
| Donations | 7,460 | - | **7,460** |

| | *Restricted funds 2022 £* | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Donations | *59,880* | *217* | *60,097* |
| Government grants | *-* | *1,220* | *1,220* |
| | *59,880* | *1,437* | *61,317* |

During the year, the charity received government funding as part of the Coronavirus Job Retention Scheme. Funding represents the cost of employing certain staff unable to carry out their duties as a result of the coronavirus crisis.

## 3. Income from charitable activities

| | Restricted funds 2023 £ | Unrestricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Health | 2,681,479 | - | **2,681,479** |
| Communities | 966,974 | - | **966,974** |
| Employment | 698,859 | - | **698,859** |
| Finance and Resources | - | 534,790 | **534,790** |
| | 4,347,312 | 534,790 | **4,882,102** |

| | *Restricted funds 2022 £* | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Health | *2,218,430* | - | *2,218,430* |
| Communities | *624,549* | - | *624,549* |
| Employment | *590,258* | - | *590,258* |
| Finance and Resources | - | *564,597* | *564,597* |
| | *3,433,237* | *564,597* | *3,997,834* |

## 4. Expenditure on raising funds

### Costs of raising voluntary income

| | Unrestricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | 21,781 | **21,781** |

**4. Expenditure on raising funds (continued)**

**Costs of raising voluntary income (continued)**

| | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | *13,068* | *13,068* |

**5. Analysis of expenditure on charitable activities**

**Summary by fund type**

| | **Restricted funds 2023 £** | **Unrestricted funds 2023 £** | **Total 2023 £** |
|---|---|---|---|
| Health | 2,634,421 | - | **2,634,421** |
| Communities | 1,011,612 | - | **1,011,612** |
| Employment | 695,674 | - | **695,674** |
| Finance and Resources | - | 449,409 | **449,409** |
| | 4,341,707 | 449,409 | **4,791,116** |

| | *Restricted funds 2022 £* | *Unrestricted funds 2022 £* | *Total 2022 £* |
|---|---|---|---|
| Health | *2,216,943* | - | *2,216,943* |
| Communities | *751,966* | - | *751,966* |
| Employment | *600,068* | - | *600,068* |
| Finance and Resources | - | *437,122* | *437,122* |
| | *3,568,977* | *437,122* | *4,006,099* |

## 5. Analysis of expenditure on charitable activities (continued)

### Summary by fund type (continued)

### Summary by expenditure type

| | Staff costs 2023 £ | Depreciation 2023 £ | Other costs 2023 £ | Total 2023 £ |
|---|---|---|---|---|
| Health | 1,697,101 | - | 937,320 | **2,634,421** |
| Communities | 404,183 | - | 607,429 | **1,011,612** |
| Employment | 547,055 | - | 148,619 | **695,674** |
| Finance and Resources | 414,020 | 13,011 | 22,378 | **449,409** |
| | 3,062,359 | 13,011 | 1,715,746 | **4,791,116** |

| | *Staff costs 2022 £* | *Depreciation 2022 £* | *Other costs 2022 £* | *Total 2022 £* |
|---|---|---|---|---|
| Health | *1,332,186* | *-* | *884,757* | *2,216,943* |
| Communities | *352,010* | *-* | *399,956* | *751,966* |
| Employment | *490,294* | *-* | *109,774* | *600,068* |
| Finance and Resources | *406,537* | *12,712* | *17,873* | *437,122* |
| | *2,581,027* | *12,712* | *1,412,360* | *4,006,099* |

## 6. Auditors' remuneration

| | 2023 £ | *2022 £* |
|---|---|---|
| Fees payable to the company's auditor for the audit of the company's annual accounts | **11,485** | *9,950* |
| Fees payable to the company's auditor in respect of: | | |
| All non-audit services not included above | **2,373** | *1,310* |

## 7. Staff costs

| | 2023<br>£ | *2022*<br>*£* |
|---|---|---|
| Wages and salaries | **2,704,679** | *2,287,088* |
| Social security costs | **227,780** | *185,612* |
| Contribution to defined contribution pension schemes | **129,900** | *108,327* |
| | **3,062,359** | *2,581,027* |

During the year, redundancy payments were made totalling £1,307 (2022: £Nil).

The average number of persons employed by the company during the year was as follows:

| | 2023<br>No. | *2022*<br>*No.* |
|---|---|---|
| | **117** | *105* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2023<br>No. | *2022*<br>*No.* |
|---|---|---|
| In the band £70,001 - £80,000 | **1** | *1* |

The staff costs for the employee in the banding above is in respect of gross wages.

The Key Management Personal of the charity is represented by 6 (2022: 5) members of the senior leadership team together with the 6 unpaid trustees. KMP compensation including employers national insurance costs amounted to £259,665 (2022: £266,519).

## 8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 31 March 2023, no Trustee expenses have been incurred *(2022 - £NIL)*.

## 9. Intangible assets

| | Website £ |
|---|---|
| **Cost** | |
| At 1 April 2022 | **13,028** |
| Additions | **5,035** |
| At 31 March 2023 | **18,063** |
| **Amortisation** | |
| At 1 April 2022 | **10,427** |
| Charge for the year | **3,608** |
| At 31 March 2023 | **14,035** |
| **Net book value** | |
| At 31 March 2023 | **4,028** |
| *At 31 March 2022* | *2,601* |

## 10. Tangible fixed assets

| | Long-term leasehold property £ | Motor vehicles £ | Fixtures, fittings and office equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|---|
| **Cost or valuation** | | | | | |
| At 1 April 2022 | **78,509** | **15,235** | **56,838** | **60,278** | **210,860** |
| Additions | **-** | **-** | **457** | **16,883** | **17,340** |
| At 31 March 2023 | **78,509** | **15,235** | **57,295** | **77,161** | **228,200** |
| **Depreciation** | | | | | |
| At 1 April 2022 | **78,509** | **-** | **56,838** | **59,623** | **194,970** |
| Charge for the year | **-** | **3,047** | **-** | **6,085** | **9,132** |
| At 31 March 2023 | **78,509** | **3,047** | **56,838** | **65,708** | **204,102** |
| **Net book value** | | | | | |
| At 31 March 2023 | **-** | **12,188** | **457** | **11,453** | **24,098** |
| *At 31 March 2022* | *-* | *15,235* | *-* | *655* | *15,890* |

## 11. Debtors

| | 2023 £ | *2022 £* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **1,014,566** | *514,227* |
| Prepayments and accrued income | **50,938** | *158,250* |
| | **1,065,504** | *672,477* |

## 12. Assets held for third parties - Payroll floats

Bank and cash balances include assets held for third parties comprising of payroll floats held for the purposes of executing payroll duties on behalf of clients.

The corresponding liability to return payroll floats is recognised in other creditors as set out in note 13 below.

| | 2023<br>£ | *2022*<br>*£* |
|---|---|---|
| Balance at 1 April 2022 | **619,920** | *604,267* |
| Amounts acquired | **693,172** | *619,920* |
| Amounts repaid | **(619,920)** | *(604,267)* |
| | **693,172** | *619,920* |

## 13. Creditors: Amounts falling due within one year

| | 2023<br>£ | *2022*<br>*£* |
|---|---|---|
| Trade creditors | **107,540** | *88,774* |
| Other taxation and social security | **96,009** | *105,181* |
| Other creditors | **891,938** | *779,667* |
| Accruals and deferred income | **322,237** | *458,550* |
| | **1,417,724** | *1,432,172* |

## 14. Accruals and deferred income

| | 2023<br>£ | *2022*<br>*£* |
|---|---|---|
| Deferred income at 1 April 2022 | **33,250** | *1,136* |
| Resources deferred during the year | **61,770** | *33,250* |
| Amounts released from previous periods | **(33,250)** | *(1,136)* |
| **Deferred income at 31 March 2023** | **61,770** | *33,250* |

## 15. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2023 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Property fund | **5,000** | **-** | **-** | **(5,000)** | **-** |
| **General funds** | | | | | |
| General Funds - all funds | **412,951** | **534,790** | **(471,190)** | **5,000** | **481,551** |
| **Total Unrestricted funds** | **417,951** | **534,790** | **(471,190)** | **-** | **481,551** |
| **Restricted funds** | | | | | |
| Communities | **203,058** | **970,724** | **(1,011,612)** | **(19,845)** | **142,325** |
| Employment | **3,102** | **698,859** | **(695,674)** | **(6,287)** | **-** |
| Health | **473,810** | **2,685,189** | **(2,631,374)** | **26,132** | **553,757** |
| Restricted fixed assets | **15,235** | **-** | **(3,047)** | **-** | **12,188** |
| | **695,205** | **4,354,772** | **(4,341,707)** | **-** | **708,270** |
| **Total of funds** | **1,113,156** | **4,889,562** | **(4,812,897)** | **-** | **1,189,821** |

## 15. Statement of funds (continued)

### Statement of funds - prior year

| | *Balance at 1 April 2021* £ | *Income* £ | *Expenditure* £ | *Balance at 31 March 2022* £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Property fund | *5,000* | *-* | *-* | *5,000* |
| **General funds** | | | | |
| General Funds - all funds | *297,107* | *566,034* | *(450,190)* | *412,951* |
| **Total Unrestricted funds** | *302,107* | *566,034* | *(450,190)* | *417,951* |
| **Restricted funds** | | | | |
| Communities | *293,553* | *664,551* | *(755,046)* | *203,058* |
| Employment | *12,912* | *590,258* | *(600,068)* | *3,102* |
| Health | *464,600* | *2,223,073* | *(2,213,863)* | *473,810* |
| Restricted fixed assets | *-* | *15,235* | *-* | *15,235* |
| | *771,065* | *3,493,117* | *(3,568,977)* | *695,205* |
| **Total of funds** | *1,073,172* | *4,059,151* | *(4,019,167)* | *1,113,156* |

## 16. Summary of funds

## 16. Summary of funds (continued)

### Summary of funds - current year

| | Balance at 1 April 2022 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2023 £ |
|---|---|---|---|---|---|
| Designated funds | **5,000** | **-** | **-** | **(5,000)** | **-** |
| General funds | **412,951** | **534,790** | **(471,190)** | **5,000** | **481,551** |
| Restricted funds | **695,205** | **4,354,772** | **(4,341,707)** | **-** | **708,270** |
| | **1,113,156** | **4,889,562** | **(4,812,897)** | **-** | **1,189,821** |

### Summary of funds - prior year

| | *Balance at 1 April 2021 £* | *Income £* | *Expenditure £* | *Balance at 31 March 2022 £* |
|---|---|---|---|---|
| Designated funds | *5,000* | *-* | *-* | *5,000* |
| General funds | *297,107* | *566,034* | *(450,190)* | *412,951* |
| Restricted funds | *771,065* | *3,493,117* | *(3,568,977)* | *695,205* |
| | *1,073,172* | *4,059,151* | *(4,019,167)* | *1,113,156* |

## 17. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Restricted funds 2023 £ | Unrestricted funds 2023 £ | Total funds 2023 £ |
|---|---|---|---|
| Tangible fixed assets | 12,188 | 11,910 | **24,098** |
| Intangible fixed assets | - | 4,028 | **4,028** |
| Current assets | 696,082 | 1,883,337 | **2,579,419** |
| Creditors due within one year | - | (1,417,724) | **(1,417,724)** |
| **Total** | 708,270 | 481,551 | **1,189,821** |

## 17. Analysis of net assets between funds (continued)

**Analysis of net assets between funds - prior year**

| | *Restricted funds 2022 £* | *Unrestricted funds 2022 £* | *Total funds 2022 £* |
|---|---|---|---|
| Tangible fixed assets | *15,235* | *655* | *15,890* |
| Intangible fixed assets | *-* | *2,601* | *2,601* |
| Current assets | *704,351* | *1,822,486* | *2,526,837* |
| Creditors due within one year | *(24,381)* | *(1,407,791)* | *(1,432,172)* |
| **Total** | *695,205* | *417,951* | *1,113,156* |

## 18. Reconciliation of net movement in funds to net cash flow from operating activities

| | **2023 £** | *2022 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **76,665** | *39,984* |
| **Adjustments for:** | | |
| Depreciation charges | **9,132** | *10,105* |
| Amortisation charges | **3,608** | *2,607* |
| Increase in debtors | **(393,027)** | *(42,829)* |
| (Decrease)/increase in creditors | **(14,448)** | *180,362* |
| **Net cash provided by/(used in) operating activities** | **(318,070)** | *190,229* |

## 19. Analysis of cash and cash equivalents

| | **2023 £** | *2022 £* |
|---|---|---|
| Cash in hand | **1,513,915** | *1,854,360* |
| **Total cash and cash equivalents** | **1,513,915** | *1,854,360* |

## 20. Analysis of changes in net debt

| | At 1 April 2022 | Cash flows | At 31 March 2023 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | **1,854,360** | **(340,445)** | **1,513,915** |
| | **1,854,360** | **(340,445)** | **1,513,915** |

## 21. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £129,900 (2022: £108,327). At the year end £Nil (2022: Nil) remained payable.

## 22. Operating lease commitments

At 31 March 2023 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2023 | *2022* |
|---|---|---|
| | £ | *£* |
| Not later than 1 year | **-** | *39,375* |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2023 | *2022* |
|---|---|---|
| | £ | *£* |
| Operating lease rentals | **78,509** | *75,035* |

## 23. Related party transactions

Vivienne Helen Clifford-Jackson, a trustee of Voluntary Norfolk is a director for Healthwatch Norfolk. During the year ended 31 March 2023, Voluntary Norfolk invoiced Healthwatch Norfolk £1,582 (2022: £2,774) in relation to job adverts and HR services. A balance of £Nil was due to the charity from Healthwatch Norfolk at 31 March 2023 (2022: £199).

David John Walker, a trustee of Voluntary Norfolk is a director of Into Opera. During the year ended 31 March 2023, Voluntary Norfolk invoiced Into Opera £26,595 (2022: £23,353) in relation to payroll services. A balance of £2,337 was due to the charity from Into Opera at 31 March 2023 (2022: Nil).

Peter Mark Hitchcock, a trustee of Voluntary Norfolk is a director of Norfolk Citizens Advice. During the year ended 31 March 2023, Voluntary Norfolk invoiced Norfolk Citizens Advice £5,174 (2022: £11,113) in relation to job adverts. A balance of £796 was due to the charity from Norfolk Citizens Advice at 31 March 2023 (2022: £5,267). Norfolk Citizens Advice invoiced Voluntary Norfolk £38,333 (2022: £Nil) in relation to referral services for the Carers Matter Norfolk project. A balance of £13,250 was owed to Norfolk Citizens Advice at 31 March 2023 (2022: £Nil).

## 24. Agency arrangements

Voluntary Norfolk act as an agent in distributing funds from Youth Advisory Board (YAB). In the year the charity received £270,840 (2022: £270,000) and disbursed £469,946 (2022: £219,341) from the fund. An amount of £154,727 (2022: £353,833) is included in other creditors relating to undistributed funds.

**VOLUNTARY NORFOLK**

England & Wales - Charity number 1112017

# Accounts

VOLUNTARY NORFOLK



# Annual Report 2021-2022

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# Chair and CEO statement

2021-2022 will be remembered as a year that Britain emerged from the pandemic and into two other crises – a cost of living crisis exacerbated by rising food and fuel prices and the re-emergence of war in Europe. The pandemic had an immense impact on the needs and capacity of the voluntary sector, including Voluntary Norfolk, but our dedicated staff and volunteers have adapted and continued to get people back into work, improve public services with volunteers, support the most vulnerable and strengthen our communities, and enhance Norfolk's voluntary, community and social enterprise (VCSE) sector.

Supporting the Covid response and the NHS's vaccine roll-out remained a key part of Voluntary Norfolk's work in 2021-22. The financial year started with the initial vaccine roll-out and developed into support for the booster jab programme with the emergence of the Omicron variant in November. Our volunteers gave over 19,000 hours of their time to support the vaccine roll-out and the SOS Bus worked with Public Health to increase vaccination uptake for the most vulnerable people within our communities. Our Covid Response Volunteer Co-ordinators continued to work closely with local councils to match appropriate volunteers to requests for help received for vulnerable and isolated people in communities, helping over 500 people with over 8,500 tasks in the year.

Alongside this our commissioned services of Better Together Norfolk helping tackle loneliness and social isolation and Carers Matter Norfolk supporting adult and young carers, continued their work addressing social and healthcare challenges with the effects of the pandemic and pressures within the health and social care system impacting on many of our clients. Our Employment and Skills service, which offers employment support across the whole of Norfolk to anyone who is out of work, worked with over 700 people and successfully supported two-thirds of these into employment or education.



John Archibald
**Chair of Trustees**




Alan Hopley
**Chief Executive Officer**

**Our volunteers gave**

**over 19,000 hours**

**to support the vaccine roll-out**

This year the Working Together infrastructure support to the VCSE sector was recommissioned as Empowering Communities, a partnership between Voluntary Norfolk, Community Action Norfolk and the Norfolk Community Foundation, working closely with Norfolk County Council, NCAN and Fuse Norwich. We are delighted with this collaboration which we believe will benefit the VCSE sector in Norfolk. We have invested in our support to the sector for volunteering, with the Volunteer Passport showing positive results and a new volunteering portal commissioned to be launched in summer 2022. Our work to support the set-up and development of the VCSE Assembly continued, and we look forward to seeing this flourish as a forum for representing the VCSE within the new Integrated Care Services in Norfolk and Waveney.

As ever, all this is only possible thanks for Voluntary Norfolk's wonderful staff team and volunteers. We value the work of all our staff who – in every role in the organisation - work extremely hard to ensure Voluntary Norfolk can offer excellent support to its clients. Around 750 people volunteered through Voluntary Norfolk this year, and we thank them for their time and commitment to the people and communities they support.

As we move into 2022-23, as well as the turbulence in the external environment, we will see significant changes in the commissioning and funding environment as we move to an Integrated Care System and the European Social Fund comes to an end. In our response we will keep our mission of building connected, resilient and compassionate communities where people work together to improve lives at the heart of all we do, looking for what Voluntary Norfolk can do to best support this, adapting creatively, and working closely with colleagues and partners in the VCSE and public sectors.

**John Archibald, Chair**
**Alan Hopley, CEO**

# Highlights



**Over 850 people** actively volunteered with Voluntary Norfolk in the last year

**64%** of the people seen by our Employment and Skills service were successfully supported into employment or education



Our Covid volunteers gave up **19,471 hours** of their time to support the NHS's vaccine roll-out programme






Our team of non-emergency patient transport volunteers made **11,681 journeys** transporting patients to medical appointments



Our Better Together team spent **3,423 hours** supporting individuals suffering from social isolation or loneliness, with **91.6% of clients** surveyed feeling "less lonely" as a result of our help

Over 170 of our volunteers dedicated **over 6,800 hours** of their time to support the NHS services in Norfolk and Waveney



**67 of our volunteers** supported **55 clients** adjust to long term illness and improve their independence and quality of life





Voluntary Norfolk's SOS Bus in Norwich helped prevent **140 A&E visits** and **159 ambulance callouts**



Our Community Support (CS) team supported **over 660 adult carers** sustain their caring role, while our Young Carers Matter service directly and indirectly supported **1,102 people**

Our trading arms CBR Business Solutions provided HR consultancy, DBS checks and Payroll and Auto Enrolment services to **around 500 charities and businesses** across the country



Our community arts organisation Freshly Greated hosted **over 95 events** and reached an audience of 8679 in Great Yarmouth



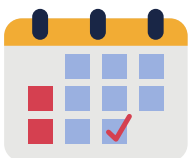


20 of our Digital Inclusion volunteers improved the IT skills of over **80 new learners** and many returning learners




Our Volunteer Passport scheme was piloted this year with **38 people** completing the training programme

Voluntary Norfolk put on eleven Good Practice events to improve the VCSE sector in Norfolk, which were attended by **153 people** from **120 organisations**



# Trustees' report

The Trustees present their annual report together with the audited financial statements of the company for the year 1st April 2021 to 31st March 2022. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives. The activities in respect of furthering the charity purpose are described in our Objectives and Activities section below.

# Organisational objectives

The vision, mission and aims for Voluntary Norfolk have been defined as follows:

## Our vision

Connected, resilient and compassionate communities where people work together to improve lives.

## Our mission

- To enable local people and communities to thrive and reach their potential.
- To deliver innovative solutions through effective partnerships.
- To ensure the voices of volunteers and voluntary organisations are represented.

## Our aims

- Inspire and enable people to volunteer, take social action and make a difference.
- Deliver innovative and integrated services in partnership with voluntary, public and private sectors.
- Support the development and voice of community groups, charities and social enterprises.
- Achieve sustainable growth.

The last strategy review was in 2019 and was interrupted by the Covid-19 pandemic. In the coming year we will refresh our strategic plan.

# Activities and achievements

Over the last financial year Voluntary Norfolk has delivered a variety of projects and services in support of our purposes and aims. The following section details the projects and services that were operational during 2021-22 within the following five themes:

1. ***Emerging stronger from the pandemic***
2. ***Getting people back into work***
3. ***Improving public services through our volunteers***
4. ***Supporting the most vulnerable and strengthening our communities***
5. ***Enhancing Norfolk's VCSE sector***

**No projects or services came to an end during the reporting period, and a number were recommissioned or extended.**




# Emerging stronger from the pandemic

For much of 2021-22, Covid-19 was still very much at the front of people's minds. The year started with the vaccine roll-out gathering pace. On 12th April 2021 it was announced that everyone in JCVI priority groups 1 to 9 had been offered a vaccination. By July 2021 all adults had been offered a vaccination. The emergence of the omicron variant later in the year meant a renewed push in November and December to give all adults booster vaccinations.

Our volunteers played a vital role in supporting the roll-out of the Covid-19 Vaccination Programme in Norfolk, while another key area of work for Voluntary Norfolk was our continued support of the Covid community response.

## Covid vaccination clinics

Dealing with Covid and supporting the NHS's vaccine roll-out remained a key facet of Voluntary Norfolk's work in 2021-22. Volunteers from Voluntary Norfolk provided 'marshal support' at vaccine clinics based at GP surgeries, local community venues and pharmacies across Norfolk and Waveney. Their roles were mostly as car park attendants, checking people in at the door and helping maintain Covid safety in the waiting area. Throughout the year 398 volunteers dedicated 19,471 hours of their time at 54 different sites

to supporting the NHS's Covid vaccine roll-out. This was slightly up from the previous twelve months in which 380 volunteers donated over 14,000 hours of their time to support the initial roll-out of the vaccination programme in Norfolk.

# Covid response service

2021-22 was still severely affected by the effects of the pandemic. In that time, Voluntary Norfolk continued to recruit and train volunteers to help people in need across the county. Our Covid Response Volunteer Co-ordinators continued to work closely with local councils to match appropriate volunteers to requests for help received from, and for, vulnerable and isolated members of the public.

At the end of the financial year, the service has 953 accepted volunteers - Of these approximately 47% have been active over the past twelve months in some capacity. They have helped 517 individuals who have been referred into the service in the last financial year. The vast majority of referrals into the latter service came from the Norfolk Vulnerability hub, indicating the importance of this service to some of the most vulnerable in society. Volunteers have undertaken over 8,500 tasks in this year including befriending calls, essential food shops, collecting prescription medications, doorstep wellbeing checks and more.

Going forward it is anticipated that this service will be renamed the Community Response Team to reflect the changing nature of need as the county emerges from the pandemic.

**Our Covid response volunteers undertook**

**over 8,500 tasks**

## A vaccine roll-out volunteer's story

The importance of our volunteers and the service they provided to help the vaccine roll-out was outlined by one of the team at a vaccination centre who said:

> *"Without the great team of volunteers who have turned out tirelessly for Voluntary Norfolk the Vaccination clinics would simply not have been possible. Whether it's car park or patient flow management, the skilled vaccinator teams wouldn't be able to do their job effectively."*




*One of the 100s of our volunteers who helped with the vaccine roll-out*



# Getting people back into work

Voluntary Norfolk's Employment and Skills team continued to deliver professional employment support and impartial advice to anyone aged sixteen or over, across Norfolk regardless of the length of time they were unemployed. Our advisors helped clients develop their skills, search for jobs and overcome the barriers that prevented them from finding employment.

In 2021-22 our team worked with 706 people who had been out of work for varying lengths of time – everything from a few days to several years. Of those, 169 were helped back to work and 289 accessed formal education or training. We were pleased that 64% of the people we saw in 2021-22 were successfully supported into employment or education. This was a significant increase on last year where we helped about 50% of our clients access employment or education – a great success given that well over half the people we worked with this year had been out of work or education for two years or more.

**Our team worked with**

**706 people**

**who had been out of work**

## Gail's story

Gail is a single mother who had been looking after her child full time for the last four years and about to start school. She was keen to get back to work after such a length of time away. Gail met with one of the "Chances Advocates" from Voluntary Norfolk's Employment and Skills team about her previous work experience, her future ambitions and how work would need to fit around her ongoing childcare responsibilities. Gail had previous care work experience and over further sessions, a new CV was drawn up and a plan to approach care agencies to seek a role with the flexible hours needed.

With this assistance Gail secured interviews with several care work agencies and was pleasantly surprised to find herself with multiple work offers to choose from. She chose to work with Carers Elite who could provide work primarily within school hours and a short distance from home. To enable Gail to start work and travel between clients, we were able to fund her DBS certification check and lights for her bicycle so she could start in mid-winter.

Gail says:

> *"I went for an interview in Downham Market at the end of October and they offered me the job then and there with my experience of seven years in care. I have been with Carers Elite since November 2021 and I am loving the job as I am looking after people who need to be cared for."*

Shannon English, Establishment Co-ordinator for Carers Elite, says:

> *"Gail has become a very good team member. Gail only came on board to get back into work and pick up a few hours while her son was in school but has now picked up extra shifts and even last-minute cover. I work closely with Gail and she has come out of her shell a lot and I feel she will be with us for a long time. All clients love Gail."*

Jason Slack, Advocate on Voluntary Norfolk's Chances Project, says:

> *"From an initial conversation on a park bench I was able to support Gail start a rewarding career which provides for her son; what a fantastic journey to share. Over a short space of time, we had created a new CV, identified the types of work she was interested in and the weekly hours she was available for, how and where to search for a job and preparations for interview. Gail came on leaps and bounds with confidence towards her goal and she can be rightly proud of herself now."*




*Gail received support from our Chances team in King's Lynn*



# Improving public services through our volunteers

In 2021-22 Voluntary Norfolk continued to receive funding from a variety of public agencies to provide volunteer services. These services played important roles in supporting public services across the county and increasing capacity of frontline staff.

## Norfolk Community Health and Care NHS Trust (NCH&C) volunteers

The NCH&C Volunteer Service, delivered by Voluntary Norfolk, employs a team of staff who recruit, train and manage volunteers to provide support in clinical and administrative settings in community hospitals and clinics across Norfolk. At the end of the 2021-22 financial year, our service had 168 registered volunteers, up from 112 at the end of the previous financial year. Over the course of the year, 151 volunteers logged a total of 5,915 hours across 36 different volunteer roles.

**At the end of the year, we had**

**168 volunteers,**

**up from 112 at the end of the previous financial year**

The roles our NCH&C volunteers undertook included:

- Providing companionship to patients on wards
- Supporting with simple, practical tasks on wards, such as lunch menus, cleaning touch points, stocking up everyday items
- Assisting patients at mealtimes, following successful completion of the appropriate training
- Meeting and greeting patients arriving for clinics and giving directions
- Assisting with basic administrative tasks such as the collation of patient packs
- Telephoning patients to collect feedback
- Helping to tidy gardens on NCH&C sites, through basic gardening tasks
- Supporting reception teams with check-in and welcome processes (see Brenda's Story below)
- And very importantly, tidying stockrooms, and putting new stock away

A key (but very unsung) role in many settings across the Trust was that of Stockroom Volunteer. Partly due to the massive increase in personal protective equipment (PPE) required due to Covid, the need to keep the stockrooms used by Community Teams tidy and organised, with deliveries put away efficiently, became even more critical over the last two years. As Voluntary Norfolk were able to provide volunteers to perform these straightforward but time-consuming tasks, clinical managers avoided having to allocate nursing staff time to carry them out, thus enabling that time to be spent on patients.



*Our NCH&C volunteers from Norwich enjoying tea and cake at one of their meet-ups*

## Brenda's story

Brenda has been volunteering as a 'Meet and Greeter' at the reception of Norwich Community Hospital for the past five years. Brenda plays an important role in supporting with the smooth running of the reception area of the hospital. She supports patients by providing a warm welcome and directing them to the self-check in screen or to the reception team. She is also on hand if a patient needs to be accompanied to a waiting area.

Brenda recalls a day when a young gentleman came in for a blood test. She said:

> *"He was so nervous and visibly shaking, he asked if I would mind keeping him company whilst he waited his turn. I was happy to sit with him, it was lovely being able to support him and help take his mind off things."*

Brenda also helps gather feedback from patients regarding the welcome and service that they have received during their visit to the hospital to help ensure that NCH&C continue to provide an excellent service.

Brenda explained what attracted her to the role:

> *"I like listening to people, hearing their stories and offering support to those who need it. It is such a varied role and every week is different. Lockdown made me realise how much we rely on having somewhere to go, people to meet and talk to. If others are considering volunteering, please do, you get a lot more out of it than you put in – lockdown really brought this home to me!"*




*Brenda has been volunteering with us for the Norwich Community Hospital for five years*

# East Coast Community Healthcare CIC

Voluntary Norfolk's partnership with East Coast Community Healthcare (ECCH) saw our volunteers help improve the patient experience and support healthcare professionals in the East Coast area, particularly Beccles and Lowestoft areas.

Voluntary Norfolk managed 21 active volunteers over in 2021-22, who contributed 911.25 hours between them – a significant increase from the previous year in which there were twelve active volunteers, who donated 576 volunteer hours to supporting staff and patients.

This year, the volunteers' time was spent transporting Covid samples between Beccles hospital and laboratories in Norwich (204 hours), meeting and greeting patients at clinics in Beccles and Halesworth (406.25 hours), calling patients to find out what they thought of the care they received (26.75 hours), supporting patients struggling with isolation while in hospital, and also providing admin assistance to the ward clerks and reception teams in Beccles Hospital (270.25 hours) and also providing support at Smoke Free outreach events (four hours). The time volunteers spent undertaking these roles ensured NHS staff could concentrate on frontline tasks, dealing with patients directly.

## Chloe's story

Chloe has been studying on an access course for Health Sciences and wants to go on to train as a midwife. She was looking to get some experience volunteering in an NHS setting before she made her university application and so got involved with the ECCH volunteer service.

Chloe started volunteering at Beccles Hospital one morning a week from December 2021 and has given over 50 hours of her time. She has mostly been helping with tasks for the administrative team - scanning, printing, and photocopying, sorting through uniforms for medical staff and also helping on reception, checking in patients, pointing them in the right direction, and ensuring they have all of their paperwork. She also volunteers on the ward, organising patients' files and chatting to patients.

About her volunteering experience Chloe said:

> *"The hospital staff are always so busy, it's nice to take on some of the workload, completing smaller tasks which they may not get time to do. The team are lovely, everyone is so welcoming, and I like helping them out."*

The importance of volunteers such as Chloe, was highlighted by the positive staff feedback she received:

> *"Chloe has been a pleasure to work with and fits beautifully into the team! It's great having an extra pair of hands, especially from someone so hard working, who can take on some of the tasks we'd like to get done."*




*Beccles Hospital, where Chloe volunteers*

# ERS Medical volunteers

The ERS medical volunteers, run by Voluntary Norfolk, have continued to provide a professional high-quality patient transport across the county and further afield. Our volunteer drivers use their own cars to provide door to door transport to essential, non-emergency medical appointments, mostly within East Anglia. This reduces the cost to the health service, as otherwise these patients would have had to travel by taxi or even by ambulance.

At the end of the 2021-22 financial year Voluntary Norfolk had 39 active volunteer drivers. (This number of active drivers varies throughout the year and tends to be lower in the months before the new tax year, as drivers have often reached the 10,000 mile limit for the HMRC higher travel expenses payment. The number peaked at 47, earlier in the financial year). In any case this was still up considerably from the year before, where at the end of the 2020-21 financial year, there were nineteen active volunteer drivers.

Throughout the year, 556,947 miles were driven, completing a total of 11,681 journeys, and ensuring that people who needed to travel to and from the hospital or a medical appointment were able to do so.

**Our volunteer drivers completed**

**11,681 journeys**

**and drove**

**556,947 miles**

# SOS Bus Service

Voluntary Norfolk has continued to run the SOS Bus service which looks after the safety, health and well-being of people visiting Norwich's city centre on Friday and Saturday nights. The service aims to reduce unnecessary Accident and Emergency visits, ambulance call outs and to free up police officer time, by offering a safe space with medical cover for anyone in emotional or physical distress. It also provides other help, such as free phone charging, bottled water, flip flops, advice.

In 2021-22 the service had 25 volunteers. There are three core volunteer roles on shift: One Shift Coordinator, three Shift Support and a Support Vehicle Driver alongside contracted paramedic, first aider and security. Over the course of the year volunteers gave 1708 hours of their time for shifts, 30 hours to clean and maintain the vehicle and 27 hours promoting the service at events. A total of 61 shifts were run. 1367 people were helped through the provision of bottled water, phone charging, flip flops, condoms, etc. and a further 353 individuals were cared for on the bus.

The importance of the service and impact that it had supporting the emergency services was demonstrated by the fact that 140 Accident and Emergency visits and 159 ambulance callouts were prevented. It is estimated that the service saved over £60,000 for the ambulance service. Furthermore, the team spent a total of 86.5 hours looking after clients brought to the service by the police, who would otherwise have had to stay with, thus freeing up operational capacity for the Norfolk Constabulary at some of their busiest times.

**The SOS Bus service helped**

**over 1,700 people**

## A weekend story

Three young men had been out on a night out and came to the SOS Bus. One of them had a wad of bloodied blue roll on his mouth. "The club told us to come to the bus, my mate's bleeding" one of them said.

First aiders had a look at him – he had split his bottom lip. It turned out that the young man in was laughing so hard in the pub that he had bent forward and cut his mouth on his pint glass sitting on the table. Once the lip had been glued and dressed by the paramedic, they decided to call a taxi and head home. The SOS Bus had prevented an A&E visit and police intervention as the injury was not a result of an assault and the client was able to be treated on the bus.




*The SOS Bus on a shift*




# Supporting the most vulnerable and strengthening our communities

Voluntary Norfolk leads a number of projects and supports a variety of services which seek to support the most vulnerable in our communities – everything from arts and cultural events in deprived areas of the county, to helping carers get the assistance they need. Our work is designed to strengthen communities across Norfolk.

## Better Together

Better Together Norfolk is a service managed and delivered by Voluntary Norfolk. It works to develop new and innovative ways to combat social isolation and loneliness by providing support to individuals and community groups. The service seeks to reduce barriers causing loneliness, offer new opportunities for social interaction, deliver one-to-one assessments, coaching interventions and support to individuals, design and deliver community-led initiatives and provide infrastructure support to local organisations and groups.

Better Together Norfolk has played a key role in working in partnership to alleviate loneliness and social isolation across our commissioned areas of delivery (Norwich, South Norfolk, Broadland and Great Yarmouth). We have a helpline which takes calls for the whole of Norfolk and acts as the gateway to the service

for individuals. In the last quarter of 2021-22 almost £20,000 of funding was received from UK Power Networks to provide help and advice to people struggling with increasing fuel and energy bills. Given the global geopolitical and economic situation it is expected that this will be an important facet of the service in the coming twelve months.

Over the last year, Better Together Norfolk has accepted 488 new referrals in the last year. Typically, the Better Together life connectors engaged with clients for about six-to-twelve-months. Last year the team conducted 3,423 hours of peer support for individuals suffering from social isolation or loneliness. 320 cases were closed in the last year. The impact the service has had tackling loneliness and social isolation in the areas of Norfolk it covers is shown by the surveys the team carries out with clients. The questionnaire results showed that the service had helped:

- 89.9% of clients feel less like they "lacked companionship"
- 87% feel less "left out"
- 84.6% feel less "isolated"
- and 91.6% feel less "lonely"

**Our team conducted**

**3,423 hours of peer support**

**for individuals suffering from social isolation or loneliness**

## "Client Z's" story

Client Z was referred to Better Together Norfolk for support from the Mental Health Team. Following the death of her husband who had passed away due to long term health issues, Client Z had attempted to take her own life. At the time of the referral, she had recently been discharged from hospital after being sectioned.

Client Z had been diagnosed in the past with borderline personality disorder and her psychiatrist felt that she may be on the Autistic Spectrum due to how she presents and behaves. As Client Z's mental health was poor when the Life Connector made the initial call, it was mutually agreed to build a rapport over the phone to begin with. Client Z had also asked the Life Connector to speak with her parents as she was very cautious and anxious. Once a rapport and trust were built the Life Connector and Client Z met several times for a coffee. Client Z needed to build her confidence and to talk through her feelings of grief, as well as finding out what options there would be for her to safely make new connections.

Once Client Z felt ready to make new connections, she and her Life Connector made a person-centred plan around her interests which included Art and Crafts as well as being outdoors as this had a positive effect on her mental health. The Life Connector and Client Z attended Feathers Futures - a women's support group in Great Yarmouth. Client Z attended the craft group where she enjoyed Diamond Painting. Client Z has continued to attend this group and now gets ongoing support from the organisation. Client Z is considering

attending some of their other sessions as she has now begun to make friends.

As Client Z enjoys walks at the coast with her dogs the Life Connector let Client Z know about the Earth Mental Health courses with Greenlight Trust. This was based in a village only a few miles away from Client Z lived so suited her perfectly. The Life Connector and Client Z attended the first session together. Client Z loved the course so much that she has signed up for the follow up course. Client Z has learnt new skills, built her confidence, and made new connections.

Client Z and the Life Connector kept in touch every ten days and the whole intervention lasted four months. As a result of the support she received, Client Z has engaged with two different groups and has begun to make new friendships and both organisations have other opportunities that Client Z feels she would like to explore. Client Z has also rebuilt positive and supportive relationships with her family which will help her be more resilient to other challenges going forward.

**Our team supported**

**over 660 unpaid adult carers**

# Carers Matter Norfolk

Voluntary Norfolk continues to be a delivery partner in the Carers Matter Norfolk service, delivering statutory Carers Assessments and support to adult unpaid carers throughout Norfolk on behalf of Norfolk County Council. The Young Carers & Families Service is separate to the contract for adults, with Voluntary Norfolk as the lead partner (see below).

Carers Matters Norfolk (adults) provides support to unpaid carers to help them maintain their caring role. The pandemic has left many carers feeling very lonely, vulnerable, and isolated. During the year the Community Support (CS) team has supported over 660 carers to sustain their caring role. Of these 440 carers were assessed to be at high risk of not sustaining the role prior to the support.

Support received by carers includes:

- 285 received signposting advice
- 97 received a grant from the Health and Wellbeing fund totalling £12,242 (an average of £126 per carer)
- 57 received a short break (223 breaks from their caring responsibilities were offered)
- 27 received a tablet loan and 23 received volunteer support with using a device

We also provided over £40,000 to carers in the form of shopping vouchers to help them manage their finances.

The team uses a system of Carers Stars to understand the difference the support is making, and six-month and twelve-month sustainment checks to understand how many carers continue to provide unpaid support. Between 85% and 95% of carers assessed show improvements in scores and sustained care against these measures. 30 carers did not continue in their caring role due to unavoidable circumstances.

## A carer's story

One particular carer had become exhausted. Caring for her mother had become her sole purpose to the point where she was no longer looking after her own health and well-being, despite having her own health concerns and needing the time and space to process the death of her father. This carer had simply been ploughing on, pushing through and didn't know how much longer she could keep going for until her own health gave way. She turned to us for advice and guidance.

Providing her with someone to talk with, encouraged and reminded her that she is important and allowed her to break that habit of putting herself last. This in turn gave her physical and mental health a massive boost. As a result, this carer is now advocating for a safe discharge from hospital for her mum and to ensure an appropriate care package is in place. She also knows what other help and support is available in terms of reablement and volunteers who can help her mum to regain some mobility and independence. All of this had previously been on the carer's shoulders. It was also putting a strain on her relationship with her mum.

One of our staff outlines how Carers Matter Norfolk was able to help one of their clients:

> *"Simply knowing that you don't have to shoulder things alone, that there is help and support with the challenges of the caring role makes life a little bit easier for the carer. It enables them to have some headspace back for their own lives and time to do what they would like to do to rejuvenate and refresh themselves, in order to be able to keep on with their caring responsibilities, feeling it as less of a burden and more of a shared responsibility. It is the weight of all of it that can feel insurmountable, so sharing this weight for a short while, helping to connect and put in place other people and organisations for the longer-term journey has a massive impact in supporting carers to sustain their caring role."*

# Carers Matter: Young Carers

The Young Carers team seeks to support young carers and remove or reduce some of the caring needs from the young carer, whilst giving these children and young people the space to have 1:1 support, take part in positive activities and meet other young carers. Over the last year, the service has directly and indirectly supported 1,102 young carers, those who are being cared for and family members. Direct support involves one of our partner's Young Carer Workers, Family Support Workers or Advice Line staff providing information, advice, or support to a person (normally a young carer, parent or cared for person). Indirect support most commonly occurs when other affected members of the family feel the benefit of the help which we directly provide to either a young carer, cared for person or other family member.

Of these 1,102 beneficiaries, 973 were newly identified to the project. In total 659 young carers accessed a service with us in the last twelve months; either three-six-month targeted support (1:1 and positive activity groups) or Whole Family Support with a Family Support Worker. It is interesting to note that the highest proportion of families came from Norwich, Broadland and North Norfolk.

**Our Young Carers and Families team supported**

**1,102 beneficiaries**

## A young carer's story

A 13-year-old young carer was referred to Carers Matter Norfolk for support. The household included their mother (the person being cared for), the father, the young carer and their younger brother (also being cared for). The young carer's mother had bowel cancer several years ago and had serious ongoing health problems resulting in multiple hospital stays for operations, reduced mobility and needed specialist medical equipment at home. The youngest son also had health problems and had a care worker to assist him during the term.

The young carer organised his younger brother in the mornings, helped support his mother with her clothes and personal care at times and a significant range of household chores (all before school). The young carer also suffered from significant anxiety, especially when the mother was due to go back to hospital.

Following support from the Carers Matter service, the family received Whole Family Support and 1:1 & group support. The Family Support Worker was also able to:

- Arrange counselling for the young carer.
- Receive a grant for the family to take a short break together.
- Arrange a grant for a dishwasher to help remove some chores from the young carer
- Work with the District Council to support an application to the Disabled Facilities Grant to provide an accessible wet room. This meant the mother could provide her own personal care rather than being so dependent on the young carer.
- Support the family appoint a Personal Assistant for the mother following a Care Needs Assessment.

# Digital Inclusion Volunteer Service

Our Digital Inclusion Volunteer Service (funded by Norwich City Council) has continued to recruit, train and support volunteers to provide digital support to Norwich residents who face barriers to accessing everyday digital services due to a lack of skills and knowledges and/or equipment. Over the year, 20 Digital Inclusion volunteers have improved the digital skills of over 80 new learners and many returning learners at Digital Hubs, at the learner's own homes and over the phone.

The project's Digital Stuff Hub also continued to be very popular with over 50 items being loaned to Norwich residents, including laptops, tablets and 'MiFis'. This has allowed them to get online, access key services, apply for jobs and complete online courses. Learners have been very appreciative of the support they have received from volunteers and by the devices they have borrowed throughout the year.

## Dorothy's story

Dorothy has learned how to do her shopping online and she has booked a holiday.

> *"I can order online now with confidence… The volunteer is a very patient chap, he has been very helpful."*

# Health and Wellbeing

Our Health and Wellbeing volunteer service is funded by the NHS Clinical Commissioning Groups for South Norfolk and North Norfolk. It continued to offer support to help people adjust to long term illness and to regain the confidence and motivation they need to independently manage their own health and wellbeing. Throughout the year, Voluntary Norfolk had 67 registered volunteers who supported 55 clients improve their independence and quality of life.

# Freshly Greated

Voluntary Norfolk is the lead partner in the Freshly Greated project which seeks to build and improve the community arts offer in Great Yarmouth.

The team works in three of the most deprived neighbourhoods of the borough: Cobholm and Southtown (Great Yarmouth), Nelson Ward and the Barrack Estate (Great Yarmouth) and the Magdalen Estate (Gorleston). Each of these neighbourhoods have volunteers that have come forward to work with the team on the project. We also have a "young producer" group for people across the area for fourteen to eighteen-year-olds. Over the last twelve months, Freshly Greated hosted over 95 events and reached an audience of 8,679. (It is worth noting that for some of the period, lockdown regulations were still in force and the team had to make the transition to restart mass participation events in summer 2021)

It is envisaged that over the duration of the project, the community becomes more involved with the events so that when the funding ends, the legacy is an ongoing arts and cultural offering run by and for the local community. With this in mind, over the last

## Roy's story

Roy is 86 years old and has Parkinson's disease. He lives with his wife, but struggled to accept her encouragement and help in going for a walk. When he was referred to our service, he hadn't been out of the house for a walk for approximately two months and as a result had put on about a stone in weight. Roy was matched with a volunteer called Avril, who is a professional chartered physiotherapist.

Roy explained how Avril helped improve his confidence and willingness to get out of the house:

> *"It has been a real pleasure to know Avril who has been walking out with me. She is young, very friendly and an activity type of person, and having instruction from her has definitely carried more weight than a family member would have. She has kept us moving around the local estate, making it very interesting and a joy to have someone pushing me all through the time she has spent with me. I recommend her and wish her all the best for the future. I have been really motivated by her."*



*Roy with our Health and Wellbeing volunteer Avril*

year, the team have worked with four different groups of "community producers", holding monthly meetings to discuss ideas and provide updates on activity. More than 50 people have got involved with the project, with numbers growing all the time. Several producers have received additional training and go and see opportunities to continue to develop their experience and skills.

This year Freshly Greated have put on:

- Three larger outdoor events, with a wide range of arts activities available that attracted 2,400 participants
- 21 smaller scale music events attracting 1,991 attendees
- Six "neighbourhood stirrings" [events that are not widely promoted and just happen in the streets of the three target areas] in all three neighbourhoods involving 2,144 attendees
- Seventeen "makers sessions" or workshops, offering eleven different art activities, in which at least 2,094 people participated

**Over 8,000 people**
**attended**
**Freshly Greated events**

## June's story

*"Everything and anything you could think of we've done with Freshly Greated. I sat up one morning, early and wrote like a sea shanty about Cobholm floods. Then we did the animation with Matthew we all sung it. When we had our Friday evening of our 'Out There' festival and I stood outside and saw all the artwork and everything that had been put up and I sort of mimed to the song. People were wiping their eyes and some of my family and friends were crying. It was just such an amazing thing to do. Really, I felt very proud to be part of Cobholm!"*



*June is proud to be part of our Freshly Greated projects*



# Enhancing Norfolk's VCSE sector

A core aspect of Voluntary Norfolk's work is supporting and enabling the wider VCSE sector in Norfolk to thrive, which it does in three principal ways:

- Providing and facilitating support to VCSE groups and organisations in Norfolk
- Advocating for and supporting the diversity of VCSE voices across the sector and enabling them to be heard by key audiences and stakeholders
- Promoting and enabling volunteering

Voluntary Norfolk (and Momentum) work with partners to provide infrastructure support for VCSE organisations and groups, which involves: sharing information and resources, building and strengthening networks and forums, and promoting the needs of the VCSE sector to funders and decision makers.

A key part of our support offer centres on Good Practice events and over the last year, Voluntary Norfolk put on eleven such events which were attended by 153 people from 120 organisations. The events are designed to bring together local expertise around key themes and enable groups and organisations to share approaches, build knowledge and confidence and develop relationships. The feedback that we received from individuals and groups who have attended the sessions has been overwhelmingly positive:

> *"I hope to use inspiration from other projects to improve the experience of volunteers in our organisation & create a more structured programme to meet volunteer needs. I will also use the frameworks from Helen's report to improve volunteer experience and a culture of wellbeing at work."*

Participant at the "Wellbeing for Volunteers and Volunteer Co-ordinators" session

> *"Incredibly inspiring projects and tips that will really inform my own work to ultimately impact more young people and connect people with nature. It was also really lovely to connect with a wide range of people and projects and be inspired/be given hope that a revolution is beginning!"*

Participant at the "Involving Young People in Green Projects" session

Voluntary Norfolk's volunteering portal continued to attract new volunteers. A total of 825 signed up this way, while 341 new volunteer roles were advertised by local VCSE organisations and groups.

The last twelve months have also seen some key service improvements, as we look to respond to the changing needs of the sector. These included the introduction of a Volunteer Passport scheme; the replacement of the Voluntary Norfolk membership scheme with a more dynamic and responsive network offer and the establishment of the Empowering Communities Partnership.

**Our Good Practice events were attended by**

**153 people**

**from**

**120 organisations**

# Empowering Communities

The Working Together partnership came to an end and was recommissioned as the new Empowering Communities partnership. This is a broader partnership lead by Voluntary Norfolk (VN) and delivered with core partners Community Action Norfolk (CAN) and Norfolk Community Foundation (NCF). The partnership is supported by two other strategic partners: Norfolk Community Advice Network (NCAN) and the new Social Enterprise Place FUSE Norwich.

Empowering Communities' aim is to provide:

- A good, easy to access, universal offer of support
- Targeted specialist support in response to VCSE needs

The programmed approach aims to deliver a progressive and impactful support offer and is funded by Norfolk County Council. The Empowering Communities partnership brings together a broad partnership of organisations with different expertise, perspectives and experiences to enable a more inclusive, responsive and impactful offer.

# Volunteer Passport

The Norfolk Volunteer Passport provides volunteers with the knowledge and skills to help them find new roles more quickly and to move more easily between volunteering roles, especially within short term roles that urgently require extra volunteering capacity.

The Volunteer Passport pilot took place in June 2021 and six people completed this initial training programme. From September 2021 to March 2022, a further 41 people started the training programme and 38 completed it.

The feedback has shown the impact that this new scheme has had, especially for those who have undertaken the training:

> *"For me the course achieved its aims, and my expectations. It was an introduction to principles, parameters and behaviours of volunteering. I now understand the basics, and have greater insight into my own strengths and weaknesses - a good launch pad for a future within the sector."*

> *"I've already approached a local charity that I've identified as a good fit for my skills and experience, and I'm hoping to begin my volunteering role with them in the next few weeks. Additionally, due to my continued mental health improvement, I'm also applying for part-time employment, and already have an interview lined up for a role that I think is a perfect fit for me."*

# Voluntary Norfolk Network

Last year, the board agreed to replace the membership scheme with the new Voluntary Norfolk Network, which offer a more sustainable model of support. This came into effect this financial year. The offer to join the VN Network was made available to all local charities, community groups and social enterprises working in Norfolk. All such organisations could join for free. Being part of the Network enables organisations and groups to strengthen relationships with other VCSEs and supports partnership development while enabling more collaboration and less competition. At the end of this financial year a total of 219 organisations had joined the Voluntary Norfolk Network.

**Our Network supported**

**219 organisations**

**in Norfolk**

# Momentum

Through its Momentum team, Voluntary Norfolk continued to provide specialist support to voluntary and community organisations working with children and young people to help them run high quality, safe and inclusive services.

By the end of March 2022, 126 of the more than 200 organisations involved in the Voluntary Norfolk Network, had at least one project involving children and young people. The network has helped build links between large and small organisations allowing them to access young people and families who might hitherto have been deemed 'hard to reach'. To facilitate this, Momentum has continued to run Good Practice events online. There were three children and young people focussed events in 2021-22: One on working with 0-5 year-olds (June 2021); one on working with young volunteers (March 2021) and one on young people and green projects (March 2022). Momentum has also provided administration for the Voluntary Sector Forum (Children, Young People and Families), funded by the Empowering Communities programme (see above).

Momentum continued to offer accredited youth work courses. 21 learners registered and completed the Level 2 award in youth work course and a further six registered and completed the Level 3 certificate in youth work course. These figures are considerably up from last year where four learners completed a Level 2 Award in Youth Work course, and ten learners

were on track to complete a Level 3 Certificate in Youth Work course. However, due to staffing issues we have been unable to officially accredit the participants who completed these courses. We are dealing with the backlog before we run our next courses.

In May 2021, following feedback from our Network members about increased costs due to the pandemic, we made the decision to increase the maximum grant allowance from £500 to £750. A total of £9,610 was given to fifteen different groups/organisations to cover a variety of needs from training to new equipment.

**27 learners**

**completed our youth work training, up from 14 last year**



*The Swan Youth Project used the money from our small grants to run personal safety training for young people*

## A youth project's story

The Swan Youth Project is a small charity in Downham Market working with children and young people aged 8-18 and their families. From their base in an old school building, the Swan team run weekly drop-in youth groups, targeted groups for young carers, 1:1 support for young people with emerging mental health needs, as well as offering whole family support where needed. In April 2021, the Swan Project applied for a small grant of £450 to pay for personal safety training for a group of young people attending their projects. Project Manager Anna Foster explained that:

> *"There have been a few incidents in the town over the last few weeks, including a rape, which is very scary and unsettling for our young people. We would love to empower them to feel safer and take more control of their safety by accessing this vital course, led by an experienced and qualified trainer."*

The payment was made within a month of the application being received, showing how Momentum small grants can be used to quickly respond to emerging issues. Twelve young people aged between twelve and eighteen attended the course; here is a selection of their comments:

> *"I wanted to feel safe and know what to do in case of an attack. I think this was very useful and more people should take notice."*

> *"Downham and areas around have started to get scary and this information is reassuring."*

# CBR Business Solutions

Our trading arms CBR Business Solutions provides HR consultancy, DBS checks and Payroll and Auto Enrolment services to around 500 charities and businesses across the country, with clients ranging from small local charities through to large SMEs. Operating profits from CBR Business Solutions provide an important source of unrestricted income for Voluntary Norfolk.

## DBS Services

Our DBS Team facilitates both online and paper-based DBS Disclosure applications. We continue to provide regular checks to approximately 250 online and 50 paper-based clients. We now provide an 'applicant verification service' performed at the Post Office for eDBS clients and are looking to provide digital identity checks as this becomes available.

## Payroll

We provide a vital service for employers who choose to outsource their payroll requirements due to capacity, lack of in-house skills or relevant software. Every month the CBR Payroll team are responsible for paying the correct salaries to 900 payees in 75 discreet customer payrolls, taking into account individual pension requirements, adjustments, statutory payments, tax codes, deductions, tax and National Insurance. The team also processes and sends relevant documentation for clients including, payslips, pension letters, P45s and P60s, returns to HRMC and schedules for pension providers.

## HR Consultancy

Our Chartered CIPD HR Consultants provide a flexible, professional HR service on all aspects of HR management including on-boarding, contracts of employment, policies and procedures, training and coaching, performance management, restructures, ill health and capability, disciplinary and grievance processes, consultations and redundancies. They also act as Investigating Officers in complex disciplinary and grievance investigations.

The HR team also continue support clients and other organisations by advertising job vacancies on our Jobs Board and Archant's EDP online job search portal, Jobs24.

**We provided services to**

**around 500 organisations**

**through our trading arm CBR Business Solutions**



# Financial review

The financial performance of the organisation has remained strong.

The Statement of Financial Activities for the year is set out on page 41. During the year, the charity's incoming resources increased by £599,342 (17.1%) to £4,059,151 (2021: £3,465,809). The vast majority of total income and of this year's increase in income derived from charitable activities, (Note 3). Principally, these are agreements to provide specified services to improve the lives and wellbeing of people living in Norfolk. Legacies and donations accounted for only £61,317 (1.5%) of total income (2021: £16,396).

Of the charitable activities, the greatest increase in income in the year derived from agreements to deliver services in the areas of 'communities' (£134,792) and 'employment' (£321,589). The details of these services are described in the relevant sections of this Report, above.

An important contribution to the charity's net income for use on its charitable purposes comes from CBR Business Solutions as described on page 28 above. The gross income from this source stood at £532,005 (2021: £413,898) in 2021-22 with net income of £46,015 (2021: £45,712).

Expenditure on charitable activity increased by 27.6% to £4,019,167 (2021: £3,153,811) and naturally continues to be the vast majority of the charity's costs. The areas of increase largely reflect the areas of increased income mentioned above but there was also an increased rate of expenditure as service delivery reverted to a planned level following the period of the major impact of the pandemic, (Note 5). There was no other significant event during the year which impacted significantly on the financial position of the charity.

Taking total income and expenditure into account, the net positive movement of funds during the year was £39,984 with an increase in unrestricted funds of £115,844.

The principal financial risk which continually faces the charity is the ending of fixed term service agreements and its ability to secure new agreements. The pattern of expiry dates and potential for new agreements or extensions of existing agreements are kept under close review by the executive and the Board as a whole. As stated in the Accounting Policies at 1.12, the charity has no risk arising from pension contributions as it operates a defined contribution scheme.

At the end the year, the charity held total reserves of £1,113,156 (2021: £1,073,172). These include restricted funds of £695,205 (2021: £771,065). This relatively large sum, absolutely and proportionately, derives principally from money held for the purposes of delivery of service agreements. The more relevant figure is unrestricted reserves which stood at the year-end at £417,951 (2021: £302,107).

**During the year, the charity's incoming resources increased by**

**£599,342**

Included in unrestricted reserves are fixed assets of £18,491 (2021: £15,581). The remaining sum is held in liquid form. The level of designated funds is immaterial.

Trustees review the charity's reserves policy every year. Their current policy is to aim to hold unrestricted reserves which amount to three months' 'essential running costs'. This requirement was met and exceeded by almost two months at 31 March 2022. Trustees considered this position to be prudent in the light of a high level of inflation, slowing economic growth, the importance of the services it provides to the local community and a coincidence in 2023 of the expiry of a number of significant service agreements. The Board intends to keep the position under close review.

# Going concern

The trustees have considered the charity's position at the time of signing the financial statements. All funders have maintained funding. The Trustees have considered a period of twelve months from the date of approval of these financial statements and, based on the level of funds within the charity and the ongoing support of funders, the Trustees confirm it is appropriate to prepare the accounts on a going concern basis. Further details regarding the adoption of the going concern basis can be found within the accounting policies of page 44.

# Structure, governance and management

## Constitution

Voluntary Norfolk is both a company limited by guarantee and a registered charity. The year of formation of the original organisation was 1969. The company limited by guarantee and registered in England and Wales was formed 4th November 2005. Charitable registration was achieved on 11th November 2005.

Our governing document is a memorandum and articles of association. The charity's objective is to promote any charitable purposes for or including the benefit of the community in the United Kingdom and in particular Norfolk and Waveney, the East of England and its neighbourhood and, in particular the advancement of education, community and social services, the protection of health and the relief of poverty, distress and sickness.

In addition, it promotes and organises co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

## Trustees

The Board of Trustees are the charity's trustees and the legal directors of the company. They are elected or co-opted under the terms of the Articles of Association. A formal process of induction is given to all trustees as well as training as appropriate. The trustees meet six times a year and are the key personnel in terms of directing and controlling the charity. There is a finance sub-committee. All the trustees give of their time freely and no trustee received remuneration within the year.

During the year, one Trustee stepped down. At the end of this reporting period there are six Trustees who bring a collective wealth of knowledge and experience of voluntary sector delivery, management and governance.

## Management

Day-to-day responsibility for running the organisation is delegated by the Trustees to the CEO, Alan Hopley. This year a new management team of Directors was recruited to support the CEO in the running and development of the organisation.

Director of Voluntary Sector Infrastructure - Voluntary Norfolk Infrastructure team, including:

- Empowering Communities infrastructure support for the VCSE
- Volunteer portal for the VCSE sector and Volunteer Passport Scheme
- Momentum (Norfolk) – support for voluntary and community organisations working with children and young people.
- Freshly Greated – a community arts project in Great Yarmouth

Director of Operations – Voluntary Norfolk Services Team, including:

- Volunteer Services
- Employment and Skills
- Health & Social Care Services

Director of Development, including:

- Funding and income
- CBR Business Solutions
- Communications

Director of Finance, including:

- Finance
- IT

The pay of the senior management is reviewed annually and normally in accordance with NJC guidelines. The CEO's salary is reviewed utilising recruitment consultants and external benchmarking to attract the appropriate calibre of candidate.

The trustees, CEO and management team are assisted by a Policy Officer to develop, review and update policies and procedures to ensure we meet the highest quality standards.

# Risk management

A risk management register is in place to assist in identifying vulnerable areas of the organisation. During the year, the trustees undertook the annual programme of review of the register established to encompass financial, personnel, insurance, funding and expenditure areas, ensuring identified risks are properly managed and are satisfied that systems and procedures are in place to mitigate the organisation's exposure to the major risks.

# Cooperation with other charities in pursuit of charitable objectives

We are strong advocates for working with other charities and organisations. In our infrastructure provision we work in partnership with Community Action Norfolk and the Norfolk Community Foundation. In our delivery of services we have a range of partners including CAN, NCAN, Norfolk Community Foundation, Shoebox Community Hub, Harleston Information Plus, Out There Arts, Creative Collisions, GYBC. We also work closely with local authorities, Clinical Commissioning Groups and other NHS organisations to develop and improve services that benefit our clients and help us achieve our charitable objectives

# Future plans

A significant proportion of our work is ongoing services or projects, as laid out above. We will continue to deliver these services, looking for opportunities to improve and develop them and working closely with partners and commissioners to ensure the best possible outcomes.

The table below presents our plans for 2022-23 where these are new or additional to existing work. We will report back against these in the following year.

| Area of work | Context | Aims for 2022-23 | What does success look like? |
|---|---|---|---|
| Voluntary Norfolk Infrastructure | Recommissioning of the Working Together offer as Empowering Communities provides an opportunity to provide an improved, updated, partnership offer to the VCSE. The change in volunteer behaviours in response to Covid provides an opportunity for a different volunteer portal offer. | Launch Empowering Communities partnership | Website and newsletter launched. Strong engagement from sector with the Empowering Communities offer and positive feedback. |
| | | Launch new volunteering portal | New volunteering portal launched in summer 2022 that enables more informal volunteering. Strong sign-up and use by volunteers and organisations. |
| Voluntary Norfolk Services | Emerging from Covid response, and with health and social care system pressures and cost of living growing, pressure on our services is intense, and requires continuous improvement and innovation to provide with limited resources and ensure that services are sustained. | Evolve Covid Response volunteer service into a community response team | The people and energies resulting from the Covid response develop into a longer term, sustainable community response / support resource |
| | | Develop Employment and Skills offer to adapt to changes in funding streams. | An employment and skills offer that continues to be available to support people across Norfolk looking to get into employment |
| | | Pursue accreditation for Services | Actively working towards accreditation for our Services, to be gained in 2023. |

| Area of work | Context | Aims for 2022-23 | What does success look like? |
|---|---|---|---|
| Development and sustainability | Significant changes in funding streams and commissioning systems with ESF funding coming to an end, the move to an integrated care system, and contracts that were rolled forward during Covid being recommissioned. | Engage with ICS development, including continuing to support VCSE Assembly development | Continued strong commissioner relationships and ability to provide VN support where we are well-positioned to do so |
| | | Grow CBR Business Solutions | Increase in clients helped and unrestricted revenue to support VN's wider work |
| | | Develop the SOS Bus service to a financial sustainable model | SOS Bus has an agreed operating and funding model for next five to seven years |
| VN internal development | The previous two years have been an intense period, with a focus on adaptation and delivery and regular change and uncertainty. It has been a time of rapid growth which has not been consolidated due to operating conditions. | Review existing strategy and update three-year strategic plan | Updated three-year strategic plan. |
| | | Improve the training, development and engagement offer for staff | Launch a corporate induction.<br>Develop and launch a programme of training and development in response to identified needs.<br>Run a calendar of staff engagement events. |
| | | Improve our internal systems, policies and processes to ensure they are up-to-date and embedded | Review prioritised policies and processes and implement changes identified.<br>Introduce an HR information system to improve staff experience and realise efficiencies in HR work. |

# Reference and administrative details

| | |
|---|---|
| **Trustees** | John Archibald, Chair<br>David Walker, Vice Chair<br>Robert Hetherington<br>Richard Packham (resigned 30 March 2022)<br>Vivienne Clifford-Jackson<br>Josephine Smithson<br>Mark Hitchcock<br>David Town (resigned 18 April 2021) |
| **Company registered number** | 05616120 |
| **Charity registered number** | 1112017 |
| **Registered office** | St Clements House<br>2-16 Colegate<br>Norwich<br>Norfolk<br>NR3 1BQ |
| **Chief executive officer** | Alan Hopley |
| **Independent auditors** | Larking Gowen LLP<br>Chartered Accountants<br>King Street House<br>15 Upper King Street<br>Norwich<br>NR3 1RB |
| **Bankers** | Bank of Scotland Plc<br>33 Old Broad Street<br>London Branch<br>PO Box 1000<br>BX2 1LB |
| **Solicitors** | Leathes Prior 74<br>The Close<br>Norwich<br>Norfolk<br>NR1 4DR |

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
John Archibald
Chair of Trustees
Date: 14 December 2022

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK

### Opinion

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Due to the field in which the Charity operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; safeguarding; GDPR; and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including frauds and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK (CONTINUED)

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of
**Larking Gowen LLP**

Chartered Accountants
Statutory Auditors

King Street House

Norwich

Date: 20 December 2022

**VOLUNTARY NORFOLK**

**(A company limited by guarantee)**

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

| | Note | Restricted funds 2022 £ | Unrestricted funds 2022 £ | Total funds 2022 £ | *Total funds 2021 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 2 | **59,880** | **1,437** | **61,317** | *16,395* |
| Charitable activities | 3 | **3,433,237** | **564,597** | **3,997,834** | *3,449,414* |
| **Total income** | | **3,493,117** | **566,034** | **4,059,151** | *3,465,809* |
| **Expenditure on:** | | | | | |
| Raising funds | 4 | **-** | **13,068** | **13,068** | *14,813* |
| Charitable activities | 5 | **3,568,977** | **437,122** | **4,006,099** | *3,138,998* |
| **Total expenditure** | | **3,568,977** | **450,190** | **4,019,167** | *3,153,811* |
| **Net movement in funds** | | **(75,860)** | **115,844** | **39,984** | *311,998* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **771,065** | **302,107** | **1,073,172** | *761,174* |
| Net movement in funds | | **(75,860)** | **115,844** | **39,984** | *311,998* |
| **Total funds carried forward** | | **695,205** | **417,951** | **1,113,156** | *1,073,172* |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 44 to 62 form part of these financial statements.

**VOLUNTARY NORFOLK**

**(A company limited by guarantee)**
**REGISTERED NUMBER: 05616120**

## BALANCE SHEET
## AS AT 31 MARCH 2022

| | Note | | 2022 £ | | *2021 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 9 | | **2,601** | | *5,208* |
| Tangible assets | 10 | | **15,890** | | *10,373* |
| | | | **18,491** | | *15,581* |
| **Current assets** | | | | | |
| Debtors | 11 | **672,477** | | *629,648* | |
| Cash at bank and in hand | | **1,854,360** | | *1,679,753* | |
| | | **2,526,837** | | *2,309,401* | |
| Creditors: amounts falling due within one year | 13 | **(1,432,172)** | | *(1,251,810)* | |
| **Net current assets** | | | **1,094,665** | | *1,057,591* |
| **Total net assets** | | | **1,113,156** | | *1,073,172* |
| **Charity funds** | | | | | |
| Restricted funds | 15 | | **695,205** | | *771,065* |
| Unrestricted funds | 15 | | **417,951** | | *302,107* |
| **Total funds** | | | **1,113,156** | | *1,073,172* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



**John Archibald**
**Chair of Trustees**
**Date:** 14 DECEMBER 2022

The notes on pages 44 to 62 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2022

| | 2022<br>£ | *2021*<br>*£* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **190,229** | *(163,468)* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(15,622)** | *(5,461)* |
| **Net cash used in investing activities** | **(15,622)** | **(5,461)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **174,607** | **(168,929)** |
| Cash and cash equivalents at the beginning of the year | **1,679,753** | *1,848,682* |
| **Cash and cash equivalents at the end of the year** | **1,854,360** | *1,679,753* |

The notes on pages 44 to 62 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Voluntary Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### 1.2 Company status

The company is a private company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the gurantee is limited to £1 per member of the company.

The registered office of the company is St Clements House, 2-6 Colegate, Norwich, Norfolk, NR3 1BQ.

#### 1.3 Going concern

The trustee's have considered Voluntary Norfolk's financial and operational position at the time of signing the financial statements. In particular we have considered the ongoing pandemic and it's after affects on the national economy, public services and society.

Voluntary Norfolk has emerged strongly from the pandemic and is fully engaged with commissioners, local authorities and funders in regard to a number of new, extended and/or expanded service offers.

The Trustee's have considered a period of twelve months from the point of signing these financial statements and, considered the level of on-going funding, strength of our offer in respect of contract renewals, engagement with commissioners on new emerging programmes and the financial strength and level of funds within the charity.

Based on the above the trustee's confirm it is appropriate to prepare the accounts on the going concern basis.

#### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 1. Accounting policies (continued)

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activies.

### 1.6 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Website | - | % 20% Straight line |

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

| | |
|---|---|
| Long-term leasehold property | - 16.6% |
| Motor vehicles | - 5 years |
| Fixtures and fittings | - 25% |
| Office equipment | - 14.3% (7 years) |
| Computer equipment | - 33.3% |
| Database and search engine | - 33.3% |

## 1. Accounting policies (continued)

### 1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

### 1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 1.12 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

## 1. Accounting policies (continued)

### 1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

### 1.14 Agency arrangements

Voluntary Norfolk act as agent in distributing certain funds for Youth Advisory Boards (YAB). Payments received for YAB and subsequent expenditure are excluded from the statement of financial activities as the charity does not have control over the charitable application of the funds. Management costs are charged and recognised in the statement of financial activities. Details of the agency funds and associated payments are disclosed in note 24.

## 2. Income from donations and legacies

| | **Restricted funds 2022 £** | **Unrestricted funds 2022 £** | **Total funds 2022 £** |
|---|---|---|---|
| Donations | 59,880 | 217 | **60,097** |
| Government grants | - | 1,220 | **1,220** |
| | 59,880 | 1,437 | **61,317** |

| | *Restricted funds 2021 £* | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Donations | *6,821* | *429* | *7,250* |
| Government grants | *-* | *9,145* | *9,145* |
| | *6,821* | *9,574* | *16,395* |

## 3. Income from charitable activities

| | Restricted funds 2022 £ | Unrestricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|---|
| Health | 2,218,430 | - | **2,218,430** |
| Communities | 624,549 | - | **624,549** |
| Employment | 590,258 | - | **590,258** |
| Finance and Resources | - | 564,597 | **564,597** |
| | 3,433,237 | 564,597 | **3,997,834** |

| | *Restricted funds 2021 £* | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Health | *2,180,378* | - | *2,180,378* |
| Communities | *489,757* | - | *489,757* |
| Employment | *268,669* | - | *268,669* |
| Finance and Resources | - | *510,610* | *510,610* |
| | *2,938,804* | *510,610* | *3,449,414* |

## 4. Expenditure on raising funds

### Costs of raising voluntary income

| | Unrestricted funds 2022 £ | Total funds 2022 £ |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | 13,068 | **13,068** |

## 4. Expenditure on raising funds (continued)

### Costs of raising voluntary income (continued)

| | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|
| Allocated centrally incurred fundraising and governance costs | *14,813* | *14,813* |

## 5. Analysis of expenditure on charitable activities

### Summary by fund type

| | **Restricted funds 2022 £** | **Unrestricted funds 2022 £** | **Total funds 2022 £** |
|---|---|---|---|
| Health | 2,216,943 | - | **2,216,943** |
| Communities | 751,966 | - | **751,966** |
| Employment | 600,068 | - | **600,068** |
| Finance and Resources | - | 437,122 | **437,122** |
| | 3,568,977 | 437,122 | **4,006,099** |

| | *Restricted funds 2021 £* | *Unrestricted funds 2021 £* | *Total funds 2021 £* |
|---|---|---|---|
| Health | *1,962,788* | - | *1,962,788* |
| Communities | *415,682* | - | *415,682* |
| Employment | *274,128* | - | *274,128* |
| Finance and Resources | - | *486,400* | *486,400* |
| | *2,652,598* | *486,400* | *3,138,998* |

## 5. Analysis of expenditure on charitable activities (continued)

### Summary by fund type (continued)

### Summary by expenditure type

| | Staff costs 2022 £ | Depreciation 2022 £ | Other costs 2022 £ | Total funds 2022 £ |
|---|---|---|---|---|
| Health | 1,332,186 | - | 884,757 | **2,216,943** |
| Communities | 352,010 | - | 399,956 | **751,966** |
| Employment | 490,294 | - | 109,774 | **600,068** |
| Finance and Resources | 406,537 | 12,712 | 17,873 | **437,122** |
| | 2,581,027 | 12,712 | 1,412,360 | **4,006,099** |

| | *Staff costs 2021 £* | *Depreciation 2021 £* | *Other costs 2021 £* | *Total funds 2021 £* |
|---|---|---|---|---|
| Health | *1,085,299* | - | *877,489* | *1,962,788* |
| Communities | *294,083* | - | *121,599* | *415,682* |
| Employment | *230,957* | - | *43,171* | *274,128* |
| Finance and Resources | *354,427* | *7,308* | *124,665* | *486,400* |
| | *1,964,766* | *7,308* | *1,166,924* | *3,138,998* |

## 6. Auditors' remuneration

| | 2022 £ | *2021 £* |
|---|---|---|
| Fees payable to the company's auditor for the audit of the company's annual accounts | **9,950** | *9,115* |
| Fees payable to the company's auditor in respect of: | | |
| All non-audit services not included above | **1,310** | *1,063* |

## 7. Staff costs

| | 2022<br>£ | *2021*<br>*£* |
|---|---|---|
| Wages and salaries | **2,287,088** | *1,744,694* |
| Social security costs | **185,612** | *137,923* |
| Contribution to defined contribution pension schemes | **108,327** | *82,149* |
| | **2,581,027** | *1,964,766* |

The average number of persons employed by the company during the year was as follows:

| | 2022<br>No. | *2021*<br>*No.* |
|---|---|---|
| | **105** | *88* |

## 7. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | **2022** | *2021* |
|---|---|---|
| | **No.** | *No.* |
| In the band £70,001 - £80,000 | **1** | *1* |

The staff costs for the employee in the banding above is in respect of gross wages and pension costs.

The Key Management Personal of the charity is represented by five (2021: four) members of the senior leadership team together with the 11 unpaid trustees. KMP compensation including employers national insurance costs amounted to £266,519 (2021: £177,211).

## 8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, no Trustee expenses have been incurred *(2021 - £NIL)*.

## 9. Intangible assets

| | Website £ |
|---|---|
| **Cost** | |
| At 1 April 2021 | **13,028** |
| At 31 March 2022 | **13,028** |
| **Amortisation** | |
| At 1 April 2021 | **7,820** |
| Charge for the year | **2,607** |
| At 31 March 2022 | **10,427** |
| **Net book value** | |
| At 31 March 2022 | **2,601** |
| *At 31 March 2021* | *5,208* |

## 10. Tangible fixed assets

| | Long-term leasehold property £ | Motor vehicles £ | Fixtures, fittings and office equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|---|
| **Cost or valuation** | | | | | |
| At 1 April 2021 | **78,509** | **-** | **56,838** | **59,891** | **195,238** |
| Additions | **-** | **15,235** | **-** | **387** | **15,622** |
| At 31 March 2022 | **78,509** | **15,235** | **56,838** | **60,278** | **210,860** |
| **Depreciation** | | | | | |
| At 1 April 2021 | **78,509** | **-** | **49,255** | **57,101** | **184,865** |
| Charge for the year | **-** | **-** | **7,583** | **2,522** | **10,105** |
| At 31 March 2022 | **78,509** | **-** | **56,838** | **59,623** | **194,970** |
| **Net book value** | | | | | |
| At 31 March 2022 | **-** | **15,235** | **-** | **655** | **15,890** |
| *At 31 March 2021* | *-* | *-* | *7,583* | *2,790* | *10,373* |

## 11. Debtors

| | 2022 £ | *2021 £* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **514,227** | *495,122* |
| Prepayments and accrued income | **158,250** | *134,526* |
| | **672,477** | *629,648* |

## 12. Assets held for third parties

Bank and cash balances include assets held for third parties comprising of payroll floats held for the purposes of executing payroll duties on behalf of clients.

The corresponding liability to return payroll floats is recognisd in other creditors as set out in note 13 below.

| | 2022<br>£ | *2021*<br>*£* |
|---|---|---|
| Balance at 1 April 2021 | **604,267** | *689,580* |
| Amounts acquired | **619,920** | *604,267* |
| Amounts repaid | **(604,267)** | *(689,580)* |
| | **619,920** | *604,267* |

## 13. Creditors: Amounts falling due within one year

| | 2022<br>£ | *2021*<br>*£* |
|---|---|---|
| Trade creditors | **88,774** | *58,014* |
| Other taxation and social security | **105,181** | *86,677* |
| Other creditors | **779,667** | *1,023,194* |
| Accruals and deferred income | **458,550** | *83,925* |
| | **1,432,172** | *1,251,810* |

## 14. Accruals and deferred income

| | 2022<br>£ | *2021*<br>*£* |
|---|---|---|
| Deferred income at 1 April 2021 | **1,136** | *280,605* |
| Resources deferred during the year | **33,250** | *1,136* |
| Amounts released from previous periods | **(1,136)** | *(280,605)* |
| **Deferred income at 31 March 2022** | **33,250** | *1,136* |

## 15. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Property fund | **5,000** | **-** | **-** | **5,000** |

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|
| **General funds** | | | | |
| General Funds - all funds | **297,107** | **566,034** | **(450,190)** | **412,951** |
| **Total Unrestricted funds** | **302,107** | **566,034** | **(450,190)** | **417,951** |

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|
| **Restricted funds** | | | | |
| Communities | **293,553** | **664,551** | **(755,046)** | **203,058** |
| Employment | **12,912** | **590,258** | **(600,068)** | **3,102** |
| Health | **464,600** | **2,223,073** | **(2,213,863)** | **473,810** |
| Restricted fixed assets | **-** | **15,235** | **-** | **15,235** |
| **Total Restricted funds** | **771,065** | **3,493,117** | **(3,568,977)** | **695,205** |

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|
| **Total of funds** | **1,073,172** | **4,059,151** | **(4,019,167)** | **1,113,156** |

**15. Statement of funds (continued)**

**Statement of funds - prior year**

| | *Balance at 1 April 2019 £* | *Income £* | *Expenditure £* | *Transfers in/out £* | *Balance at 31 March 2021 £* |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Property fund | *5,000* | *-* | *-* | *-* | *5,000* |
| **General funds** | | | | | |
| Finance and resources | *278,136* | *520,184* | *(501,213)* | *-* | *297,107* |
| **Total Unrestricted funds** | *283,136* | *600,656* | *(501,213)* | *-* | *302,107* |
| **Restricted funds** | | | | | |
| Communities | *201,534* | *489,757* | *(394,675)* | *(3,063)* | *293,553* |
| Employment | *8,809* | *275,168* | *(274,128)* | *3,063* | *12,912* |
| Health | *267,695* | *2,180,700* | *(1,983,795)* | *-* | *464,600* |
| | *478,038* | *2,945,625* | *(2,652,598)* | *-* | *771,065* |
| **Total of funds** | *761,174* | *3,546,281* | *(3,153,811)* | *-* | *1,073,172* |

## 15. Statement of funds (continued)

**Communities**
Communities represents those restricted funds under management of the charity to deliver volunteering services and community development opportunities. The most significant balances carried forward are £153,215 (2021: £202,116) relating to Freshly Greated and £36,745 (2021: £15,060) relating to Momentul Training.

**Employment**
Employment represents those restricted funds under management of the charity to deliver support services reaching those less able to access employment opportunities and training. The most significant closing balances relate to NTW Community Connectors of £36,351 (2021: £36,351) and Awards for all of £6,198 (2021: £6,198).

**Health**
Health represents those restricted funds under management of the charity to deliver volunteer projects within hospitals and the wider community. The most significant closing balances relate to Health & Wellbeing Volunteer Service of £93,289 (2021: £61,223), Better Together of £105,682 (2021: £114,660) and Covid-19 Volunteer Response £118,329 (2021: £44,191)

**Restricted fixed assets**
This fund represents assets aquired with restricted funding, to be wound down over the life of the assets.

**Designated Property Fund**
The trustees have earmarked a sum of £5,000 in respect of potential future property costs.

## 16. Summary of funds

**Summary of funds - current year**

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Balance at 31 March 2022 £ |
|---|---|---|---|---|
| Designated funds | **5,000** | **-** | **-** | **5,000** |
| General funds | **297,107** | **566,034** | **(450,190)** | **412,951** |
| Restricted funds | **771,065** | **3,493,117** | **(3,568,977)** | **695,205** |
| | **1,073,172** | **4,059,151** | **(4,019,167)** | **1,113,156** |

## 16. Summary of funds (continued)

### Summary of funds - prior year

| | *Balance at 1 April 2020* | *Income* | *Expenditure* | *Transfers in/out* | *Balance at 31 March 2021* |
|---|---|---|---|---|---|
| | *£* | *£* | *£* | *£* | *£* |
| Designated funds | *5,000* | *-* | *-* | *-* | *5,000* |
| General funds | *278,136* | *520,184* | *(501,213)* | *-* | *297,107* |
| Restricted funds | *478,038* | *2,945,625* | *(2,652,598)* | *-* | *771,065* |
| | *761,174* | *3,465,809* | *(3,153,811)* | *-* | *1,073,172* |

## 17. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | **Restricted funds 2022** | **Unrestricted funds 2022** | **Total funds 2022** |
|---|---|---|---|
| | **£** | **£** | **£** |
| Tangible fixed assets | - | 15,890 | **15,890** |
| Intangible fixed assets | - | 2,601 | **2,601** |
| Current assets | 719,586 | 1,807,251 | **2,526,837** |
| Creditors due within one year | (24,381) | (1,407,791) | **(1,432,172)** |
| **Total** | 695,205 | 417,951 | **1,113,156** |

### Analysis of net assets between funds - prior year

| | *Restricted funds 2021* | *Unrestricted funds 2021* | *Total funds 2021* |
|---|---|---|---|
| | *£* | *£* | *£* |
| Tangible fixed assets | *-* | *10,373* | *10,373* |
| Intangible fixed assets | *-* | *5,208* | *5,208* |
| Current assets | *771,065* | *1,538,336* | *2,309,401* |
| Creditors due within one year | *-* | *(1,251,810)* | *(1,251,810)* |
| **Total** | *771,065* | *302,107* | *1,073,172* |

## 18. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2022 £ | *2021 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **39,984** | *311,998* |
| **Adjustments for:** | | |
| Depreciation charges | **10,105** | *4,312* |
| Amortisation charges | **2,607** | *2,608* |
| Decrease/(increase) in debtors | **(42,829)** | *48,242* |
| (Decrease)/increase in creditors | **180,362** | *(540,035)* |
| **Net cash provided by/(used in) operating activities** | **190,229** | *(172,875)* |

## 19. Analysis of cash and cash equivalents

| | 2022 £ | *2021 £* |
|---|---|---|
| Cash in hand | **1,854,360** | *1,679,753* |
| **Total cash and cash equivalents** | **1,854,360** | *1,679,753* |

## 20. Analysis of changes in net debt

| | At 1 April 2021 £ | Cash flows £ | At 31 March 2022 £ |
|---|---|---|---|
| Cash at bank and in hand | **1,679,753** | **174,607** | **1,854,360** |
| | **1,679,753** | **174,607** | **1,854,360** |

## 21. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £108,327 (2021: £82,149). At the year end £nil (2021: Nil) remained payable.

## 22. Operating lease commitments

At 31 March 2022 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2022 £ | *2021 £* |
|---|---|---|
| Not later than 1 year | **39,375** | *75,000* |
| Later than 1 year and not later than 5 years | **-** | *39,375* |
| | **39,375** | *114,375* |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2022 £ | *2021 £* |
|---|---|---|
| Operating lease rentals | **75,035** | *74,995* |

## 23. Related party transactions

David Steven Town, a Trustee of Voluntary Norfolk for part of the period, is a Director of MTM Youth Services CIC. During the year ended 31 March 2022. Voluntary Norfolk invoiced MTM Youth Services CIC £Nil for services in relationship to DBS checks (2021: £84). MTM Youth Services CIC invoiced Voluntary Norfolk £14,000 in relation to young carer support services (2021: £43,046). David Steven Town resigned in April 2021.

Richard William Packham, a Trustee of Voluntary Norfolk is a Director of Centre 81 Limited. During the year ended 31 March 2022, £nil was invoiced for DBS services (2021: £184) . Furthermore, Richard is a director of Great Yarmouth Seachange Trading Ltd. During the year, transactions took place for £702 in relation to DBS checks. No such transactions took place in the prior year.

Vivienne Helen Clifford-Jackson, a trustee of Voluntary Norfolk is a director for Healthwatch Norfolk. During the year ended 31 March 2022, Voluntary Norfolk invoiced Healthwatch Norfolk £2,774 in relation to Job adverts and HR services. No such transactions took place in the prior year.

David John Walker, a trustee of Voluntary Norfolk is a director of Into Opera. During the year ended 31 March 2022, Voluntary Norfolk invoiced Into Opera £23,353 in relation to payroll services. No such transactions were noted in the prior year.

Peter Mark Hitchcock , a trustee of Voluntary Norfolk is a director of Norfolk Citizens Advice. During the year ended 31 March 2022, Voluntary Norfolk invoiced Norfolk Citizens Advice £11,113 in relation to payroll services. No such transactions were noted in the prior year.

## 24. Agency arrangements

Voluntary Norfolk act as an agent in distributing funds from Youth Advisory Board (YAB). In the year the charity received £270,000 (2021: £288,000) and disbursed £219,341 (2021: £172,552) from the fund. An amount of £353,833 (2021: £303,174) is included in other creditors relating to undistributed funds.

**VOLUNTARY NORFOLK**

England & Wales - Charity number 1112017

# Accounts

Registered number: 05616120
Charity number: 1112017

# VOLUNTARY NORFOLK

**(A company limited by guarantee)**

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2021

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**VOLUNTARY NORFOLK**
**(A company limited by guarantee)**

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**VOLUNTARY NORFOLK**
**(A company limited by guarantee)**

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

| | |
|---|---|
| **Trustees** | John Archibald, Chair<br>David Walker, Vice Chair<br>David Town (resigned 18 April 2021)<br>Robert Hetherington<br>Helen Johnson (resigned 30 September 2020)<br>Richard Packham<br>Vivienne Clifford-Jackson<br>Josephine Smithson (appointed 29 July 2020)<br>Mark Hitchcock (appointed 29 July 2020) |
| **Company registered number** | 05616120 |
| **Charity registered number** | 1112017 |
| **Registered office** | St Clements House<br>2-16 Colegate<br>Norwich<br>Norfolk<br>NR3 1BQ |
| **Chief executive officer** | Alan Hopley |
| **Independent auditors** | Larking Gowen LLP<br>Chartered Accountants<br>King Street House<br>15 Upper King Street<br>Norwich<br>NR3 1RB |
| **Bankers** | Bank of Scotland Plc<br>33 Old Broad Street<br>London Branch<br>PO Box 1000<br>BX2 1LB |
| **Solicitors** | Leathes Prior<br>74 The Close<br>Norwich<br>Norfolk<br>NR1 4DR |

## CHAIRMAN'S STATEMENT
## FOR THE YEAR ENDED 31 MARCH 2021

The chairman presents his statement for the year.

### CHAIR AND CEO STATEMENT FOR THE YEAR ENDED 31 MARCH 2021

In a year that was dominated by Covid-19, Voluntary Norfolk has worked alongside partner VCSE (Voluntary, Community, Social Enterprise) and statutory sector partners to continue to support communities and address social and healthcare challenges in the county. We are proud of what our organisation has achieved this year, which is as result of the valiant efforts of our staff and volunteers, and their determination, creativity, adaptability and resilience.

Partnership has been key this year, as we have found ourselves working closely with partners and commissioners across the voluntary, statutory and health sectors to adapt and continue our work to address social and healthcare challenges, not least the response to Covid and its knock-on effects. This intense period of working has strengthened relationships and trust and we hope will lay the foundations for future partnership working which will benefit our communities.

From the start of lockdown, Voluntary Norfolk was part of the Norfolk Resilience Forum (NRF) response to Covid and deeply involved in the volunteer recruitment and deployment effort. From July 2020, Voluntary Norfolk took on the full process of recruiting and registering new volunteers - recruiting over a thousand volunteers to help people in need. From December 2020, we recruited and deployed 380 volunteers to over 40 vaccination centres across Norfolk to support the rollout of the vaccination programme in Norfolk.

During this time our infrastructure support to the VCSE sector continued, moving our support online, and helping organisations and groups deal with the challenges of operating during the pandemic. We continued our work on the development of a Voluntary Sector Health & Social Care Assembly, which will enable VCSE organisations to have a greater role in the commissioning and delivery of services, with the inaugural chair of the Assembly recruited in early 2021. We were a partner in NASIP (New Anglia Social Investment Partnership) a new initiative to bring more social investment into Norfolk, and continued our development of the Volunteer Passport Scheme - all designed to enable voluntary sector organisations to increase the investment and resources available to them, and through this to support their delivery.

Our commissioned services continued their work addressing social and healthcare challenges, through Better Together Norfolk helping tackle loneliness and social isolation; Carers Matter Norfolk supporting adult and young carers; and our Employment and Skills service which now offers employment support across the whole of Norfolk to anyone who is out of work.

As we move into 2021/22 we are confident that, despite the unexpected events and unpredictability of this year, we have adapted and remained focused on achieving our vision of Connected, resilient and compassionate communities where people work together to improve lives thanks to the hard work and commitment of our staff and volunteers and that, hard as this year has been, the experiences, new ways of working and relationships formed can all be built upon to strengthen and improve our work in the future.

John Archibald, Chair of Trustees
Alan Hopley, CEO
Date: 24 November 2021

# Voluntary Norfolk Annual Report 2020-21 Highlights

How we have worked towards our vision of *Connected, resilient and compassionate communities where people work work together to improve lives*

We recruited and deployed **over 1,700 volunteers** to help with the Covid response in the community in Norfolk.





Our Covid-response volunteers supported **1,290 clients** with tasks like food shopping and collecting prescriptions, and in befriending roles.



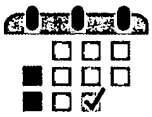
The Better Together Norfolk Team directly supported nearly 1,000 people facing loneliness and isolation, with **over 2,000 individuals** benefiting from our groups (mainly online).

We deployed 380 volunteers in vaccination centres, who completed over 3,550 shifts and donated **over 14,000 hours** of their time to support the rollout of the vaccination programme in Norfolk.




Despite the Covid restrictions, we had **around 150 volunteers** supporting clients in healthcare roles in the community.





**205 people** attended a Voluntary Norfolk Communities online event in 2020/21.



We provided a restructured online Youth Work Course for **4 Level 2 Award** and **10 Level 3 certificate learners**.

**30 digital inclusion volunteers** supported clients with their digital skills over the telephone.



Our Carers Matters Norfolk service delivered direct support to **over 300 newly identified carers**...



... and **over 550 young carers**, with a further 220 members of their family network also being supported.



Our team of non-emergency patient transport volunteers clocked up **over 240,000 miles** taking patients to essential medical appointments.



We supported **over 700 people** through our Employment and Skills services, with around 350 people moving into employment or education.

Our CBR Business Solutions service supported **around 500 charities and businesses** across the country with HR consultancy, DBS checks and Payroll and Auto Enrolment services.



**VOLUNTARY NORFOLK**

## TRUSTEES' REPORT
## FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**(continued)**

## STAFF, STRATEGY AND GOVERNANCE

### Staff

At 31 March 2021 we employed 88 members of staff, many of whom work part-time. The vast majority of staff worked at home throughout the year. The place of work of most staff is our Head Office at St Clements House in Norwich, with other staff working from centres in Great Yarmouth, Kings Lynn and neighbourhood hubs across the county.

### Strategy

Our Vision, Mission and Aims have been defined as follows:

a) Our Vision
- Connected, resilient and compassionate communities where people work together to improve lives.

b) Our Mission

- To enable local people and communities to thrive and reach their potential
- To deliver innovative solutions through effective partnerships
- To ensure the voices of volunteers and voluntary organisations are represented

c) Our Aims

- Inspire and enable people to volunteer, take social action and make a difference
- Deliver innovative and integrated services in partnership with voluntary, public and private sectors
- Support the development and voice of community groups, charities and social enterprises
- Achieve sustainable growth

### Governance and Performance Management

During the year two Trustees stepped down and two new Trustees joined the Board. At the end of this reporting period there are seven Trustees who bring a collective wealth of knowledge and experience of voluntary sector delivery, management and governance.

Robust governance and performance management is required for our delivery work for, and in partnership with, local authorities, Clinical Commissioning Groups and other NHS organisations. The trustees and senior management team, assisted by the Policy Officer, continue to develop our policies and procedures to ensure we meet the highest quality standards.

## MAIN ACTIVITIES UNDERTAKEN TO FURTHER THE CHARITY'S PURPOSES FOR PUBLIC BENEFIT

The trustees confirm that they have had due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives. The activities in respect of furthering the charity purpose are described in our Activities and Highlights section below.

## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 MARCH 2021

**(continued)**

### ACTIVITIES AND HIGHLIGHTS

This financial year was dominated by our support of the Covid response efforts in Norfolk, in which we worked closely with Norfolk County Council, the NHS, Public Health, District Councils and across the VCSE sector in providing services, expertise, support and leadership where requested. Voluntary Norfolk was part of the Norfolk Resilience Forum (NRF) leading the Volunteer and Donations Workstream of NRF's Community Resilience and Recovery Cell; led the Covid response volunteer recruitment and deployment for Norfolk; and played a key role in the High Risk Community Delivery Group, Norfolk's Special Advisory Group and other statutory and voluntary sector groups and forums set up to respond to the pandemic and support the needs of people and communities across Norfolk.

Alongside this, throughout the year staff at Voluntary Norfolk adapted to the frequently changing circumstances with creativity and determination to ensure that our clients remained supported and VCSEs were helped in their responses to Covid. Our staff continued, in the most part, to work at home.
The following projects and services were operational during 2020/21. Where projects came to an end during the reporting period, this was planned for and in accordance with contracts agreed by all parties. No unplanned closures occurred. Where projects or services have ended, or are expected to come to an end in the 2021/22 period, we have explored opportunities to develop new services or continue the activity through partnership working and identifying alternative funding streams.

Voluntary Norfolk's work can be broadly divided into the following areas:

- Infrastructure support for the VCSE sector
- Community Development
- Volunteer Services
- Employment and Skills
- Health & Social Care Services
- CBR Business Solutions, our trading arm.

**(continued)**

## A) INFRASTRUCTURE SUPPORT FOR THE VCSE SECTOR

An important aspect of Voluntary Norfolk's work is supporting and enabling the wider VCSE sector in Norfolk.

It delivers this in three ways:

- Support to VCSE groups and organisations in Norfolk;
- Advocating for and supporting the broader VCSE sector in Norfolk, including enabling the voice of VCSE's to be heard by key audiences;
- Encouraging and facilitating volunteering.

### Ai) Support to VCSE Groups and Organisations

Voluntary Norfolk (and Momentum) are partners with Community Action Norfolk (CAN) in 'Working Together', funded by Norfolk County Council to provide infrastructure support for VCSE organisations and groups, including information, resources, networking and representation.
Early in lockdown, we contacted as many of our members as possible. These health check calls were carried out with CAN, and the data collected contributed to intelligence reports outlining how the sector was coping during lockdown.

*"Thank you so much for calling me this morning...it has given me a real boost. Thank you for all your help supporting charities and voluntary groups like ours." (Feedback from a Group)*

Many groups and organisations put their activities on hold or furloughed staff during the year. Our work focused on providing support to groups to adapt and operate in this new environment. During the year, we provided individual advice and support by phone and email to over 320 ad-hoc contacts from organisations and groups, covering topics such as delivering services during the pandemic, policies and procedures, funding and networking.

We also:

- Organised a number of online drop-ins for members during the year in response to feedback that groups valued contact with our team.
- Reviewed the Voluntary Norfolk/Momentum membership scheme in consultation with members. The Board agreed to replace the membership scheme with the new Voluntary Norfolk Network, which will be launched in April 2021.
- Offered a mix of Networking events, Good Practice Events and workshops online. 205 people attended a Voluntary Norfolk Communities online event in 2020/21, covering topics including social investment, working with young volunteers, community enabling, and information governance.
- Made our content available to a wider audience through setting-up a Voluntary Norfolk YouTube Channel. This includes our online events and a number of interviews with organisations about how they adapted their services in response to the pandemic.

In response to many groups telling us they don't know what 'good' looks like in terms of their policies and procedures, we made significant progress towards developing a quality standard for voluntary and community sector organisations in Norfolk. This builds on the work of the Momentum service in supporting groups to achieve the Ambition First Steps quality mark (which no longer exists). Our focus for the next year is to develop an identity for the quality assurance scheme and launch it.

**(continued)**

**Support for voluntary and community organisations working with 11-19 year olds**

Following the merger with Momentum in 2018, Voluntary Norfolk now provides specialist support to voluntary and community organisations working with 11-19 year olds to help them run high quality, safe and inclusive services for young people. This support consists of:

**Accredited Youth Work Training:** Due to the pandemic, we initially re-scheduled the dates for a June 2020 start; however it soon became clear that we would need to offer online provision instead. Both courses were re-structured for online delivery, and as a result:

- 4 learners completed a Level 2 Award in Youth Work Course (4 units)
- 10 learners are on track to complete a Level 3 Certificate in Youth Work Course (5 units)

The transition to online delivery has been a steep learning curve, but it is clear that being able to use online methods will be positive for our ongoing delivery, which will utilise a blended learning approach

**Momentum Youth Work Network:** All meetings moved online in May 2020. This move was positively received, and attendance has remained consistent with between seven and twelve participants at each meeting. The Network meetings have provided a useful space for collective problem-solving and gaining different perspectives, particularly in light of the many changes youth charities have had to make to their way of working this year.

*"The meetings are of great value to me because they provide a platform to share resources, ideas and gain feedback (...) they're productive and informative yet have an informal, relaxed vibe." Network attendee*

Many youth workers have been positive about online meetings enabling connection with colleagues across the county without lots of travel time.

**Momentum Small Grants:** Momentum Small Grants of up to £500, funded by Norfolk County Council Children's Services, have been made available for groups working with 11-19 year olds. Grant decisions are made by young people who are part of each district's Youth Advisory Boards. In response to feedback, the process for administering the Momentum grants has been reviewed and streamlined this year. Restrictions from Covid-19 resulted in very creative approaches to requests being made by groups to enable them to continue offering support.

Grants awarded included:

- Tablet computers to be loaned to refugee and asylum-seeking families so that young people could do their school work during lockdown.
- Ingredients and equipment to send out to young people taking part in an online family cooking club.
- Resources to make sensory fun packs for young people with additional needs.
- Sports equipment for a youth café so they could run socially-distanced outdoor activities for young people.

(continued)

**Voluntary Sector Forum (Children, Young People and Families):** We moved to online meetings from the June 2020 and saw a regular attendance of around 30-40 people, consistent with in-person meetings pre-covid. As part of the future development, both the Chair, Dan Mobbs (CEO of MAP) and a new Vice-Chair, Rachel Cowdry (CEO of Break) are keen to review how representation of the VCSE sector can work better, and to ensure more transparency in the relationship between the voluntary and statutory sectors.

**Aii) VCSE Sector Development**

**VCSE Health and Social Care Assembly**

When the pandemic hit, the Assembly project had to be put on hold, as we stepped up to support the Covid19 community response. However, in July 2020, as we emerged from the first wave, the need for an Assembly was recognised more than ever. Over the course of the year, we worked with our partner infrastructure organisations, Community Action Norfolk, and Community Action Suffolk, to establish a new Assembly of VCSE organisations working with health and social care, as part of the new Integrated Care System (ICS). In November we launched the assembly at the annual VCSE Conference (which took place virtually this year). The last quarter of the year was focused on recruiting the inaugural chair for the Assembly and developing a memorandum of understanding between sectors to lay the foundations for the new Assembly.

**New Anglia Social Investment Partnership (NASIP)**

The New Anglia Social Investment Partnership (NASIP) launched with a well-attended roundtable discussion in February 2021. The project aims to support Voluntary, Community and Social Enterprise's on their journey through social investment, to increase social investment awareness, take-up and as a result VCSE sector sustainability and growth. The work grew out of our partnership working with Community Action Suffolk, around a series of events with Big Society Capital in the summer and autumn of 2020. The partnership includes Suffolk County Council, Norfolk County Council and Orbit Housing.

**Communities projects**

Voluntary Norfolk has been working to support sustainable communities for many years. We use a strengths-based community development approach, harnessing the assets, skills and passion which exist in every community to help local people to achieve their goals. We are also able to act a lead partner for consortia or partnership bids of smaller local organisations, bringing funding into local communities that otherwise could not be accessed.

**Neighbourhoods That Work:** Voluntary Norfolk was the community development partner within the Great Yarmouth Borough Council-led Neighbourhoods That Work, a 5-year partnership programme that ended in September 2020. Over the course of the programme our community development teams supported 170 groups providing a space for local people to take a more active role in their community and levering in, in excess of £1.5m of additional funds. The work has gone a long way to inform our approach to working with communities and ensuring an asset-based approach.

**Freshly Greated:** Building on the partnerships formed within Neighbourhoods That Work, in 2019/20 Voluntary Norfolk led a consortium of Great Yarmouth arts and community-based organisations to secure £1m through Arts Council England Creative People and Places Fund. The business plan was completed and the Freshly Greated team recruited by September 2020. Despite the disruption of Covid-19, progress during the year includes:

- Recruiting over 30 residents as Community Producers, to plan, programme, promote and delivery creative activity.

**(continued)**

- Engaging 12 Young Producers specifically on the youth-oriented strands of the programme
- Hosting online resident meetings, attending by our Community Producers on monthly basis, maintaining engagement and creating programming plans.
- GY Stories online campaign engaged several thousand residents, shared numerous locals stories in creative ways and informed future programming.
- During the break between Covid restrictions running two sets of in-person activities: Celebrate King Street! 'party' engaging 250 people in outdoor arts, music and performances; and Freshly Greated Presents – a set of taster workshops, such as animation, filmmaking, digital music.

**Aiii) Volunteering**

Volunteering this year was dominated by the huge Covid response effort across the county as described in the following section. For most of the year, pre-Covid face-to-face volunteer roles were paused, though some were adapted so they could be done online. However we continued to support volunteers and organisations and to develop our offering further. During the year we:

- Started running monthly workshops to help organisations to make best use of the platform in response to feedback from our annual survey of Portal users.
- Continued to support those organisations that were recruiting volunteers to advertise and promote their roles through social media, the monthly 'Volunteering News' newsletter and our monthly slot on Norwich's Future Radio.
- Offered support to people who did want to volunteer, helping to direct them to appropriate volunteering roles.
- Continued development of a Volunteer Passport scheme for Norfolk, consulting with volunteers, voluntary organisations and statutory partners. A Volunteer Passport is a programme of training and support that helps volunteers develop knowledge and skills to help them in their volunteering roles and to move more easily between volunteering placements. Following the consultation and input from Volunteer Passport schemes in other parts of the country, we have developed a model for a local scheme and will be delivering a pilot training programme in the spring of 2021.

*"Voluntary Norfolk Staff are always supportive when we are launching a new [volunteer] recruitment drive." (Annual survey of volunteer portal users)*

*Ian is 22 and works in hospitality and he was on furlough for much of the past year. During this time he started to think about volunteering as a way of developing some new skills as well as doing something useful in his community. After going through the volunteer recruitment process for a local charity, Ian started his role as a Customer Service Officer a few weeks before he returned to work from furlough, so his life has suddenly become a lot busier!*

*The role of Customer Service Officer is to be the first point of contact for people who visit the charity or who call or email the service. Ian says that people don't always know themselves what they want when they call, and it is very satisfying to be able to help them work out what they need and pass them on to the relevant person or service. He has found the training and support for new volunteers very helpful as he settled into the role, and there is always someone else available if he has any questions or needs backup and support. He was a bit worried about having to use computers in the role, but the training and support he received has helped him to overcome his fears.*

**(continued)**

*Ian says he is really glad he started volunteering and that he has learned a lot. He is even happy to get up early after a late shift at work the night before because he enjoys the role so much. He knows that it can feel daunting, but he would encourage other people of his age to think about volunteering because 'you get something out of it and you make a difference'.*

## B) VOLUNTEER SERVICES

Voluntary Norfolk manages a range of services for local NHS and Council providers, recruiting, training and supporting volunteers for roles in community hospitals, in non-emergency patient transport and with individual clients in the community.

### Bi) Covid-19 response

As the scale of the Covid pandemic became apparent, we supported Norfolk County Council (NCC) to process volunteer applications from across Norfolk, with our volunteer co-ordinators working alongside NCC employees to call, screen and register volunteer applicants. From July 2020, Voluntary Norfolk took on the full process of recruiting and registering new volunteers and deploying the 700 existing volunteers to help people in need. During the remainder of the reporting period, we recruited over 1,000 more volunteers, and at the end of the financial year had almost 1,200 active volunteers registered with the Covid Response team.

Our team of 6 Covid Response Volunteer Co-ordinators worked closely with staff at NCC and the district and borough councils to match appropriate volunteers to requests for help received from, and for, vulnerable and isolated members of the public. During the year our volunteers supported 1,290 clients in a wide variety of ways, including emergency food shopping, collections and delivery of prescription medication, delivering hot meals, dog walking and telephone befriending calls. Some of these support activities were repeated weekly for long periods and some remain ongoing today.

In December 2020 came a new focus for our volunteers: support of Covid vaccination centres. Working closely with NHS colleagues, we recruited and deployed volunteers to over 40 vaccination centres across Norfolk. Between December and the end of the reporting period in March 2021, we deployed 380 volunteers, who completed over 3,550 shifts at vaccination centres and donated over 14,000 hours of their time to support the rollout of the vaccination programme in Norfolk.

*David: "The gratitude of people in my village when I have collected their medicines for them has been wonderful."*

*Mandy: "It has been wonderful to see and hear the difference it makes just listening to and interacting with people who are lonely."*

*Liam: "Having worked hard for 42 years before retiring 3 years ago, it feels good to be able to help people less fortunate than me, especially during the pandemic."*

*Source: November 2020, survey of volunteers*

**(continued)**

**Bii) Commissioned services**

Throughout the year our commissioned services were impacted significantly by the Covid-19 pandemic due to the restrictions and safeguards required to keep staff, volunteers and clients safe. However, all volunteer services were able to adapt their approach and our volunteers and volunteer co-ordinators worked hard to continue to provide the best support possible.
As the country entered lockdown, we paused our ongoing face-to-face volunteering activity, and asked our existing volunteers to take on telephone befriending roles supporting both our vulnerable and isolated clients and each other. Almost 300 of our volunteers immediately started this essential role. As well as supporting other Covid response activities, many continued to provide this befriending support to clients and colleagues throughout the reporting period.

**Health & Wellbeing Volunteers**

Our Health & Wellbeing volunteer service is funded by the NHS Clinical Commissioning Groups for South Norfolk and North Norfolk. It offers support to help people adjust to long term illness and to regain the confidence and motivation they need to independently manage their own health and wellbeing, improving both their independence and their quality of life. The service was heavily impacted by the pandemic as face-to-face volunteer support was paused. The volunteer coordinators focused on communication with, and telephone support of, clients and volunteers to provide reassurance, check welfare and reduce loneliness, and an update of service records, documentation and procedures in order to be in a strong position to resume face-to-face working as soon as possible.

*Anna had been diagnosed with anxiety, depression, fibromyalgia, and agoraphobia. She did not have a good support network, and with the need to look after her young son found managing her conditions and household tasks challenging. Anna had gained weight following an operation and wanted to regain control of her eating habits and to lead a more active lifestyle. Anna was matched with a psychology student who had a knowledge base well suited to support Anna. The volunteer began telephone support to establish rapport, and to help develop a plan for exercise and some eating habit changes. Speaking regularly with the volunteer helped Anna to recognise the importance of small steps, with a need to pace herself and focus on the achievements she is making. These have been really positive steps for Anna as she learns to manage her conditions better alongside looking after her son.*

**Norfolk Community Health and Care NHS Trust (NCH&C) Volunteers**

The NCH&C volunteer service employs a team of 6 staff who recruit, train and manage volunteers to provide clinical and administrative support in community hospitals and clinics across Norfolk. Covid restrictions meant that all volunteer roles were paused at the beginning of the year but over time we were able to return 64 volunteers to active roles, including new roles developed specifically to support staff and patients during the pandemic. These roles included:

- Support of NCH&C vaccination centres;
- An Instagram initiative to capture the experience and stories of NHS staff during the pandemic: #wecaretogether;
- A YouTube project, "memory walks", in which volunteers captured short videos of their lockdown outings across Norfolk to be seen by NHS patients, especially those with memory problems, to trigger conversation;
- Delivery of donations of fresh fruit and warm meals to NHS staff;
- Friends and family feedback and other telephone roles such as appointment reminders carried out by people volunteering from home.

Over the reporting period volunteers contributed 1,989 hours of support to NCH&C.

**(continued)**

*Kate is a Stockroom and Vaccine Clinic volunteer in Wymondham, keeping surfaces sanitised and unpacking essential supplies. She has loved being part of the vaccination programme. Nurses have regularly complimented her work, allowing them to focus on more pressing aspects of their roles. This opportunity has benefitted Kate both physically and mentally, giving her a real sense of achievement, pride and purpose.*

**East Coast Community Healthcare CIC (ECCH) Volunteers**

The new ECCH volunteer service was similarly affected by the Covid-19 pandemic and national lockdowns. Despite these difficulties, six new volunteer roles were introduced, including meet and greet roles for outpatient clinics, Covid swab transport and a home-based telephone patient support role. Over the year, we had 12 active volunteers, who donated 576 volunteer hours to supporting staff and patients.

*Alison is studying a Healthcare Access Course at Lowestoft College and volunteers for East Coast Community Healthcare (ECCH). She started by doing 2 days at the phlebotomy clinic at Beccles Hospital, meeting and greeting visitors. More recently she has offered an additional day a week, working at the local vaccination clinic and leading on a 'Friends and family' phone questionnaire. Alison's volunteering experience has improved her self-confidence and given her the drive to achieve her goal of becoming a qualified nurse.*

**ERS Medical Non-Emergency Patient Transport Service Volunteers**

Under contract to ERS Medical, this service recruits, trains and supports volunteers who use their own cars to transport patients to and from essential medical appointments within East Anglia and sometimes beyond. Despite a challenging year, in which additional health and safety measures and the wearing of PPE became the norm, 24 of our dedicated volunteers still delivered an amazing 241,000 miles. This represents over 4,200 individual journeys where our volunteers ensured that patients travelled safely to and from their appointments. In addition, our volunteer drivers delivered donated meals and home-made scrubs to NHS staff and transported test swabs to local hospitals around the county.

Sadly, some of our long-standing volunteers decided to retire from the service during the year. We thank them for their service and dedication to the patients of Norfolk. However, with a redesigned mainly digital training package, we were also delighted to welcome 15 new volunteer drivers to the service.

*Nigel started volunteering with ERS Medical in November 2019. Having spent much of his career as a bus driver, he really enjoys driving and meeting people. After the pandemic struck in 2020, Nigel embraced the latest Covid-19 Health and Safety measures to ensure that he and his passengers could travel safely and with confidence to hospital appointments. He normally volunteers 3-4 days a week and has often undertaken additional shifts to meet the increasing demand for patient transport. In just one year, Nigel registered an outstanding 21,000 miles of patient transport.*

**Digital Inclusion Volunteers**

Our Digital Inclusion volunteer service is funded by Norwich City Council and recruits, trains and supports volunteers to provide digital support to Norwich residents. Over the year, our 30 or so volunteers provided telephone digital skills support to referred clients. The project's Digital Stuff Hub also proved very popular and over 20 items were loaned to Norwich residents, including laptops, tablets and MiFis to allow them to get online and access key services.

**(continued)**

## C) EMPLOYMENT AND SKILLS

Voluntary Norfolk's Employment and Skills team delivers employment support across Norfolk to people who are out of work, whatever their age and location, and however long they are have been unemployed. We help clients develop their skills, search for jobs and overcome the barriers that are preventing them from finding employment.

In 2022/21, we took on a number of significant projects. We saw an increase in both the demand for our services and availability of funding owing to the Covid-19 pandemic. We were able to provide support for over 700 people through our services, with around 350 moving into employment or education as a result - a good success rate at finding employment.

Table 1 provides a summary of the commissioned employment and skills services that Voluntary Norfolk manages and their outcomes.

We restructured the team to support its continued growth and ensure a quality service. As part of our focus to improve the client experience, we introduced a one-point entry system, with a simple enquiry form or contact point. After this point of entry, we ensure each client receives the appropriate support for their specific situation.

"Around 350 people moved into employment or education with support from our employment and skills service."

### Norfolk Employability Networks

Led by Voluntary Norfolk, the employability team have created three successful networks to ensure professionals can keep in touch and share best practice during this challenging period:

- The Norwich network currently attracts over 30 organisations
- The Great Yarmouth network attracts over 15 organisations
- The West Norfolk network attracts over 40 organisations.

(continued)

**Employment and Skills projects – Table 1**

| Project name | Target audience | Geographical coverage | Funder | Outcomes |
|---|---|---|---|---|
| **Chances** | Over 18's who are out of work for any length of time. Support to return to the labour market. | Norfolk | European Social Fund (ESF) | Since Jan 2021, support provided to over 130 local people, with 23% moving into education or employment. |
| **Norfolk Community College** | Economically inactive individuals, who are over 25 years old and furthest from work. Support to move toward job searching, training and employment. | Norfolk | Building Better Opportunities programme | Support provided to over 400 of the hardest to help, with 52% moving into education or employment. |
| **New Horizons** | Unemployed individuals that are distant from the labour market. Coaching and mentoring, plus support with ICT needs and finances. | King's Lynn & West Norfolk. | Building Better Opportunities programme | Support provided to over 60 people experiencing severe financial hardship, with 61% resolving their issues or finding employment. |
| **Routes to Work** | Newly unemployed people. A rapid return to work programme designed in response to Covid-19 to support newly unemployed people to return to work quickly. | Norwich | European Social Fund (ESF) | Support provided to over 60 people, with 50% moving into education or employment. |
| **Skills Connect** | 16-24 year olds. Support with tailored employability support and training. | Norwich | European Social Fund (ESF) | Support provided to over 80 young people, with almost 40% moving into education or employment. |
| **Connectability (IT Employability Project)** | Participants from other employability projects. Offers Chromebook and Wi-Fi dongle loans, supporting participants to get online. | Norfolk | Norfolk Community Foundation | Supported more than 50 people seeking work, by gaining them access to laptops and getting them online. |

**(continued)**

## D) HEALTH AND SOCIAL CARE SERVICES

Voluntary Norfolk delivers and manages a range of health, social care and wellbeing services which offer practical and emotional support for target groups in our community. We work closely with volunteers, community and voluntary groups, NHS Commissioning Groups, Norfolk County Council and other health and social care stakeholders.

### Di) Better Together

Norfolk County Council has funded Better Together Norfolk over a three-year period to develop new and innovative ways to combat social isolation and loneliness through the provision of a support service to work with both individuals and communities. The purpose of the service is to tackle loneliness and social isolation by reducing barriers, providing new opportunities for involvement, delivering one-to-one assessment and coaching interventions and support to individuals, designing and delivering community-led initiatives and social action and the provision of infrastructure support to local organisations and groups.

*Edwin is a man with learning disabilities and some physical frailty, who expresses feelings of loneliness regularly. Through supporting him to articulate his feelings and difficulties, we have been able to help him make contact with friends he had not seen since the beginning of the pandemic. In addition, and as a result of a tech-check visit, we have been able to get him online and provide him with a tablet from funding for highly-isolated individuals.*

Better Together Norfolk has played a key role in working in partnership to alleviate loneliness and social isolation across our commissioned areas of delivery. We have a helpline which takes calls for the whole of Norfolk and acts as the gateway to the service for individuals. It offers a Freephone number that people can phone to get information and advice or just have a chat. Our helpline also offers signposting and telephone support to those who are able to manage with a light-touch intervention, and consultations with professionals to see if we can assist with a client as part of a multi-agency approach.

During the last year our helpline provided support to 504 individual people, often supporting them via the telephone for several weeks or even months.

Life Connectors work with individuals who need additional support to access and engage with services, groups and events on a one-to-one basis. Life Connectors often work with people who have complex multifaceted needs, often needing to engage them with a range of agencies to ensure that their needs are holistically met. Often our clients will have been signposted to several services in the past, however are unable to access these services without support. They may have history of trauma and require a trauma informed approach to overcome their personal challenges. We work to build relationships of trust with individuals, and often are the lynch pin in their support –facilitating engagement with other services and often working to maintain engagement and advocate for their needs.

*Nina has bi-polar which has made it difficult for her to work in the past and has led to her feeling lonely and socially isolated. We have worked with her to understand her interests and aspirations. As a result, we designed a flexible volunteering opportunity for her, which works around her varying state of mental health. She really appreciates the flexibility and satisfaction from volunteering and has enjoyed making new friends.*

During the last year our team of Life Connectors have provided intensive one-to-one support to 448 people, helping them through national lockdowns and keeping them engaged with a range of different activities and online groups.

*Over 2020/21 our Life Connectors had, on average, 216 active cases each month, and our Helpline, 79 active cases each month.*

**(continued)**

Our Community Development Workers (CDW) have facilitated groups, events and training; including a mental health conference, 'Shedding the Light', which was attended by professionals and those with lived experience, to share their stories and ensure that the user voice is heard. Our CDW have worked to ensure there are opportunities for people to connect to, and also developed a range of online opportunities so we could still connect people to their communities throughout the lockdowns. We have facilitated Mutual Aid Groups in villages, and been recognised by the Jo Cox Campaign on Loneliness for our Trees of Hope Initiative, which saw local communities write messages of hope for after lockdown on a focal tree in their village, and doorstep jingles at Christmas.

*Harriet is in her 70s and has been shielding since lockdown. We helped Hilary explore options for her creative writing group to safely return to meeting once restrictions had relaxed. We were able to reassure Harriet that the group could meet during a quiet time where there would not be many people in the venue. This, along with our COVID safety measures, gave Harriet the reassurance she needed to relaunch the group in October 2020.*

During the last year, our Community Development Workers have run groups, which have benefitted over 2000 individuals. We have run coffee and chat groups, daily check in groups, cookery groups (with Nigel Ramsbottom) and even run a slow cooker appeal which saw us raise £2000 and distribute over 200 slow cookers to individuals and families in need.

Better Together also facilitates the Men's Shed network.Work has continued to strengthen the Norfolk Shed Network, including a day conference for Shed leaders in Dereham last December, online forums and the adoption of a formal constitution for the Network.

*"You came into my life when I needed a friend and you have opened my life up to other friends and groups. You have taught me so much and I feel like I can tell you anything. I was nervous as hell the day we met in Greggs, but (Life Connector) was lovely and put me at ease. Over the last 6 months my confidence has increased, I've been interviewed on the radio and now I am able to volunteer to support other people and I feel like I have a purpose in my life again".*

*"When you first called I had nothing. I have now had the motivation to lose weight, start working again and have started to believe in myself and my abilities. Without your phone calls every week I do not think I would have found the confidence to push myself to get my life back on track. I am so excited about the future for the first time in years! I now assist vulnerable children by sitting with them on their journeys to and from school. My relationship with my own daughters has improved and losing weight and eating healthier (even cooking home cooked meals we all eat now!) has made me feel less depressed and unwell. Thank you"*

*"I just wanted to say what a fantastic service you have provided to one of our service users. She has found you inspiring and felt encouraged and empowered to get out into the community. Thanks to you, she has found a love for walking and makes sure she gets out daily and sets herself her own targets. I have seen a real positive change in this service user, and it is thanks to your support." (Leeway)*

**Dii) Carers**

Through the Carers Matters Norfolk service, including the Carers & Families service, there is now a ground-breaking, fully integrated, all-ages support service for unpaid carers in Norfolk. Voluntary Norfolk is a delivery partner in the Carers Matter Norfolk service delivering statutory Carers Assessments and support to adult unpaid carers throughout Norfolk on behalf of Norfolk County Council. This service is managed by Bridges Outcomes Partnerships under a Social Investment Bond for a five-year delivery term (starting in September 2020). The Young Carers & Families Service has remained separate to the Bridges contract for adults, with Voluntary Norfolk as the lead partner. Our staff work across both services to provide the joined up integrated approach.

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**Carers Matters Norfolk**

Our highly skilled and knowledgeable team of Family Carer Practitioners worked with over 300 newly identified carers, assessing their ability to sustain their caring role and putting in place support to enable them to do this. As part of the new Carers Assessment process the team now have the ability to award funding to deliver positive outcomes. Grants include providing access to counselling services, items of furniture/white goods, breaks away from the home and their caring situation, and access to computer equipment to support carers to become digitally included. The team can also access a carers short breaks service which can offer time limited respite from caring and allow a carer to focus on their own needs and wellbeing.

We are developing a volunteer "step down" service to adult carers, where they can access ongoing emotional support after the intensive period of assessment and support with the community team has ended. This will enable the Family Carer Practitioners to deliver short term interventions to more unpaid carers while ensuring that the emotional needs and wellbeing of carers can be supported on a medium-term basis. It will give the volunteers opportunities to engage carers with a wider network in the community for a more sustainable, long term support plan.

The Coronavirus pandemic continued to have an impact on the services delivered, and we offered a responsive service to carers offering a mixture of face to face/telephone/online support according to the carers needs and wishes plus the changing guidance from central government. Our increased emotional support and welfare check calls continued as did additional assistance to our more vulnerable clients by collecting and delivering prescriptions, food etc.

**Young Carers & Families Service**

In April 2020 we entered the second year of the Young Carers & Families Service, offering a tailored support service to young carers and their families. Voluntary Norfolk is lead partner, funded by Norfolk County Council. There were some changes to the delivery model during the year. Voluntary Norfolk now deliver a free Advice Line staffed Monday – Friday, offering a focused triage and assessment of young carers and family's needs, providing a swifter referral to statutory services if needed ahead of the Whole Family Support, which continues to be delivered by the team of Family Carer Practitioners. Our local, well-established delivery partners across Norfolk continue to offer targeted one-to-one support and Peer Support groups for the young carer, with the aim of reducing or removing the inappropriate burden of care from these young people and allowing them to enjoy a childhood.

*"Sarah (care connector) was an invaluable asset to me when I needed someone the most. Things became extremely low for me and Sarah helped me slowly get out of that lull. She spoke to me with compassion and helped me access things that were helpful. Sarah supported me with completing paperwork and referrals to help my parents - she suggested referring ourselves for a grant which funded a short break away for us all. We were given advice on places that could offer support too. Sarah just messaging me once a week would be sometimes just what I needed, so I knew that I was being thought of and I wasn't being forgotten. I was extremely grateful for that."*

In 2020/21 Carers Matter Norfolk delivered direct support to over 550 young carers with a further 220 members of their family network also being supported (parents, extended family members). 500 of these young carers and family members were newly identified. Through our work with Caring Together, 950 professionals have attended awareness raising sessions and 54 sessions have been delivered to schools. 51 schools have been supported to access the Carer Friendly Tick Award.

As with the Adult Carers Matter Service, the Coronavirus pandemic continued to affect services throughout the period. Although some services were delivered as a mixture of face-to-face and telephone/online, some

**(continued)**

delivery partners were able to have windows of opportunity where they could bring together young carers in the outdoors for fun activities.

*Response to survey question 'what was the best thing about the support you received?'*

*"I know I have someone to talk to, and I know where I can get help when I really need it."*

*"Making new friends and being with other kids who know what it's like to look after someone."*

*"It gave me a break from being at home and an opportunity to do things with new people who care."*

**Diii) SOS Bus**

The SOS Bus service looks after the safety, health and well-being of people visiting Norwich's city centre on Friday and Saturday nights. It provides a safe space and aims to reduce unnecessary A&E visits, ambulance call outs and to free-up police officer time.

The SOS Bus Manager and Admin Officer were re-deployed to other Voluntary Norfolk services throughout the reporting period, the SOS bus did not run during lockdowns.

The SOS Bus started running again in July 2020 in-between lockdowns on Saturday nights. We ran a total of 14 shifts and during these 9 ambulance calls outs were prevented and 8 A&E attendances avoided. People with injuries and medical conditions accounted for 37% of those helped, 34% were intoxicated through drink or drugs and 14% were experiencing metal health issues. Despite the risk to themselves of contracting Covid, a core group of volunteers continued to support the service and gave their time and skills to help with necessary bus modifications to enable enhanced infection control measures.

*"I value helping those on the SOS Bus who are having mental health problems. I am able to talk to them and signpost them in the right direction for help." (Quote from volunteer)*

**E) CBR BUSINESS SOLUTIONS**

Our trading arms CBR Business Solutions provides HR consultancy, DBS checks and Payroll and Auto Enrolment services to around 500 charities and businesses across the country, with clients ranging from small local charities through to large SMEs. Operating profits from CBR Business Solutions provide an important source of unrestricted income for Voluntary Norfolk.

**DBS Services**

Our DBS Team facilitates both online and paper-based DBS Disclosure applications. We continue to provide regular checks to approximately 250 online and 50 paper-based clients. We seemed to see a modest increase in business this year, possibly in part due to Covid creating a greater need for checks nationally and CBR's DBS business including large clients in the care sector. We now provide Overseas Criminal Record Checking and are looking to offer an 'applicant verification service' performed at the Post Office for eDBS clients.

**Payroll**

We provide a vital service for employers who choose to outsource their payroll requirements due to capacity or lack of in-house skills or relevant software. Every month the CBR Payroll team are responsible for paying the correct salaries to 900 payees in 75 discreet customer payrolls, taking into account individual pension requirements, adjustments, statutory payments, tax codes, deductions, tax and National Insurance. The team also processes and sends relevant documentation for clients including, payslips, pension letters, P45s and P60s, returns to HRMC and schedules for pension providers.

**HR Consultancy**

Our Chartered CIPD HR Consultants provide a flexible, professional HR service on all aspects of HR management including on-boarding, contracts of employment, policies and procedures, training and coaching, performance management, restructures, ill health and capability, disciplinary and grievance processes, consultations and redundancies. They also act as Investigating Officers in case of complex disciplinary and grievance investigations. During 2021 they have continued to advise clients on the Coronavirus Job Retention Scheme and its variations as well as supporting clients having to make restructuring and redundancy decisions. In particular in 2021, we have had some extremely busy clients which have involved us in complex disciplinary and grievance case work as well as advising on other complex HR and Employment Law matters. Due to distancing measures, much of this work has had to be conducted via Teams or Zoom, which brings its own challenges.

The HR team also continue support clients and other organisations by advertising job vacancies on our Jobs Board and Archant's EDP online job search portal, Jobs24. Our Jobs Board attracts 8,000-page views each month making it one of the main sources of employment opportunities for local jobseekers in this sector. This advertising service is been exceptionally busy this year. During last year we took on several new clients who were looking for additional HR support during lockdown. We now need to look to continue to bring on new clients with targeted business development as well as ensure that we achieve annual renewals with our current clients

(continued)

## FINANCIAL REVIEW

### a. Going concern

In response to the Covid 19 pandemic, Voluntary Norfolk adopted a hybrid working model that incorporates remote and on site working and electronic and face to face communications and administration. This has allowed us to continue to function throughout the disruption. As the impact of the pandemic declines, we will adapt and take the best elements of our experiences to create the operating structure that best delivers our future plans.

The Trustees have considered the charity's position at the time of signing the financial statements, including the on-going challenges caused by Covid-19 and its impact on the charity, economy and society.

The charity's normal activities are still affected by our response to the Covid-19 pandemic, however, service delivery has been maintained and proved effective. All funders have maintained funding. The Trustees have considered a period of 12 months from the date of approval of these financial statements and, based on the level of funds within the charity, the ongoing support of funders, the charity's role in the Covid19 response and the dynamic way in which the charity has modified methods of service delivery, the Trustees confirm it is appropriate to prepare the accounts on a going concern basis. Further details regarding the adoption of the going concern basis can be found within the accounting policies of page 26.

### b. Reserves policy

The charity reviews its reserves policy annually. This review encompasses the nature of the income and expenditure streams and the need to match variable with fixed commitments and the level of the reserves. The unrestricted general fund at 31 March 2021 amounted to £302,107 (2020: £283,136) and is deemed to be sufficient. Fixed assets at 31 March 2021 stood at £15,581 (2020: £16,927). This means that at 31st March 2021, free reserves were £286,526 in surplus (2020: £266,209 in surplus). Restricted funds at 31st March 2021 were £771,065 (2020: £478,038). Total reserves at 31st March 2021 were £1,073,172 (2020: £761,174).

Unrestricted income continues to be generated from CBR Business Solutions and project activity as a result of on-going and new activity.

The trustees have agreed to maintain minimum reserves at a level equivalent to six months running costs.

**c. Principal funding**

The Statement of Financial Activities for the year is set out on page 29, whilst a summary of the results is set out below.

During the year, the charity's incoming resources increased to £3,465,809 (2020: £3,365,545). An analysis of the incoming resources of the charity is given in notes 2 and 3 to the accounts. The trustees are continually reviewing their fundraising and grant application strategy in order to maximise their income, which is applied to the constitution's charitable objectives.

The charity continues to further develop income streams derived from paid for services whilst the public sector exercises funding restraint.

Expenditure on charitable activity decreased to £3,153,811 (2020: £3,274,469) and continues to be the most significant part of the charity's costs.

Details of the movement in the funds are provided for in note 15 to the financial statements.

**Structure, governance and management**

**a. Constitution**

The company limited by guarantee and registered in England and Wales was formed 4 November 2005.

Charitable registration was achieved on 11 November 2005.

The year of formation of the original organisation was 1969.

The charity's objective is to promote any charitable purposes for or including the benefit of the community in the United Kingdom and in particular Norfolk and Waveney, the East of England and its neighbourhood and, in particular the advancement of education, community and social services, the protection of health and the relief of poverty, distress and sickness.

In addition, it promotes and organises co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

**b. Methods of appointment or election of Trustees**

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. A formal process of induction is given to all trustees as well as training as appropriate.

**c. Pay policy for senior staff**

The pay of the senior management team is reviewed annually and normally in accordance to NJC guidelines. The CEO's salary is reviewed utilising recruitment consultants and external benchmarking to attract the appropriate calibre of candidate.

**Structure, governance and management (continued)**

**d. Organisational structure and decision making**

Voluntary Norfolk is both a company limited by guarantee and a registered charity. Membership of Voluntary Norfolk is open to all voluntary organisations within the area of benefit subject to them being able to sign up and adhere to the aspirations of the charity.

The charity is governed by a Board of Trustees. The trustees meet at least six times a year. The trustees consider the board of directors, who are the trustees of the charity, as the key personnel in terms of directing and controlling the charity, with day-to-day responsibility for running the organisation delegated to the CEO, Alan Hopley. All the directors (trustees) give of their time freely and no director (trustee) received remuneration within the year.

**e. Risk management**

A risk management register has been designed to assist in identifying vulnerable areas of the organisation. During the year, the trustees undertook the annual programme of review of the register established to encompass financial, personnel, insurance, funding and expenditure areas, ensuring identified risks are properly managed and are satisfied that systems and procedures are in place to mitigate the organisation's exposure to the major risks. Safeguarding is also discussed regularly by trustees. The trustees and senior managers are supported by a Policy Officer in the review and updating of policies.

## FUTURE DEVELOPMENTS

During the coming year, the charity will continue to build on our vision and strategy of 'connected, resilient and compassionate communities', maintaining and expanding relationships with existing and new funders, and developing partnerships in the delivery of new services to match needs. The charity will seek to work collaboratively with commissioners, stakeholders and partners in order to expand its services and strengths within the three identified priority areas of growth - communities, health and social care, and employment and skills services. We aim to play a full and constructive role as Norfolk works to rebuild the resilience of our communities, improve health and social care provision and help people back into work, following the many impacts of the pandemic.

Infrastructure and support for the VCSE sector will remain a priority and we will look to improve and extend our offer, working in partnership with other organisations, and understanding the needs and priorities of the sector as a result of Covid-19. We will continue our work to encourage, facilitate and grow volunteering, including working towards the launch of the Volunteer Passport and reviewing our Volunteer Portal.

Investing in our staff and the development of our volunteers is core to what we do and the quality of our services. The extended period of homeworking has impacted on team cohesion and well-being, so rebuilding this will be important this year.

Through our CBR Business Solutions activity we will continue to generate income in support of Voluntary Norfolk's charitable objectives.

For details of Voluntary Norfolk in general and its services visit www.voluntarynorfolk.org.uk.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

### Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 24 November 2021 and signed on their behalf by:



.....
**John Archibald**
Chair of Trustees

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF VOLUNTARY NORFOLK

### Opinion

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Due to the field in which the Charity operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment laws; GDPR; serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including frauds and non-compliance with laws and regulations, was as follows:

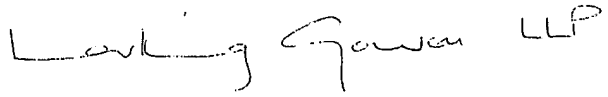
- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognised the non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Julie Grimmer FCA DChA (Senior statutory auditor)**

for and on behalf of
**Larking Gowen LLP**

Chartered Accountants
Statutory Auditors

King Street House
15 Upper King Street
Norwich
NR3 1RB
Date: 14 December 2021

**VOLUNTARY NORFOLK**
**(A company limited by guarantee)**

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

| | Note | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total funds 2021 £ | *Total funds 2020 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 2 | **6,821** | **9,574** | **16,395** | *2,673* |
| Charitable activities | 3 | **2,938,804** | **510,610** | **3,449,414** | *3,362,872* |
| **Total income** | | **2,945,625** | **520,184** | **3,465,809** | *3,365,545* |
| **Expenditure on:** | | | | | |
| Raising funds | 4 | **-** | **14,813** | **14,813** | *31,583* |
| Charitable activities | 5 | **2,652,598** | **486,400** | **3,138,998** | *3,242,886* |
| **Total expenditure** | | **2,652,598** | **501,213** | **3,153,811** | *3,274,469* |
| **Net movement in funds** | | **293,027** | **18,971** | **311,998** | *91,076* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **478,038** | **283,136** | **761,174** | *670,098* |
| Net movement in funds | | **293,027** | **18,971** | **311,998** | *91,076* |
| **Total funds carried forward** | | **771,065** | **302,107** | **1,073,172** | *761,174* |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 32 to 48 form part of these financial statements.

**VOLUNTARY NORFOLK**
**(A company limited by guarantee)**
**REGISTERED NUMBER: 05616120**

## BALANCE SHEET
## AS AT 31 MARCH 2021

| | Note | | 2021 £ | | *2020 £* |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Intangible assets | 9 | | **5,208** | | *7,816* |
| Tangible assets | 10 | | **10,373** | | *9,111* |
| | | | **15,581** | | *16,927* |
| **Current assets** | | | | | |
| Debtors | 11 | **629,648** | | *677,890* | |
| Cash at bank and in hand | | **1,679,753** | | *1,848,682* | |
| | | **2,309,401** | | *2,526,572* | |
| Creditors: amounts falling due within one year | 13 | **(1,251,810)** | | *(1,782,325)* | |
| **Net current assets** | | | **1,057,591** | | *744,247* |
| **Total net assets** | | | **1,073,172** | | *761,174* |
| **Charity funds** | | | | | |
| Restricted funds | 15 | | **771,065** | | *478,038* |
| Unrestricted funds | 15 | | **302,107** | | *283,136* |
| **Total funds** | | | **1,073,172** | | *761,174* |

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 24 November 2021 and signed on their behalf by:

**John Archibald**
Chair of Trustees

**David Walker**
Vice Chair

The notes on pages 32 to 48 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 MARCH 2021

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **(163,468)** | *280,807* |
| **Cash flows from investing activities** | | |
| Purchase of tangible fixed assets | **(5,461)** | *(11,247)* |
| **Net cash used in investing activities** | **(5,461)** | **(11,247)** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **(168,929)** | **269,560** |
| Cash and cash equivalents at the beginning of the year | **1,848,682** | *1,579,122* |
| **Cash and cash equivalents at the end of the year** | **1,679,753** | *1,848,682* |

The notes on pages 32 to 48 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

### 1. Accounting policies

#### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Voluntary Norfolk meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### 1.2 Company status

The company is a private company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the gurantee is limited to £1 per member of the company.

The registered office of the company is St Clements House, 2-6 Colegate, Norwich, Norfolk, NR3 1BQ.

#### 1.3 Going concern

The trustee's have considered Voluntary Norfolk's financial and operational position at the time of signing the financial statements. In particular we have considered the ongoing pandemic and it's after affects on the national economy, public services and society.

Voluntary Norfolk has emerged strongly from the pandemic and is fully engaged with commissioners, local authorities and funders in regard to a number of new, extended and/or expanded service offers.

The Trustee's have considered a period of twelve months from the point of signing these financial statements and, considered the level of on-going funding, strength of our offer in respect of contract renewals, engagement with commissioners on new emerging programmes and the financial strength and level of funds within the charity.

Based on the above the trustee's confirm it is appropriate to prepare the accounts on the going concern basis.

#### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 1. Accounting policies (continued)

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activies.

### 1.6 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

| | | |
|---|---|---|
| Website | - | % 20% Straight line |

### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

| | |
|---|---|
| Long-term leasehold property | - 16.6% |
| Fixtures and fittings | - 25% |
| Office equipment | - 14.3% (7 years) |
| Computer equipment | - 16.6% - 33.3% |
| Database and search engine | - 33.3% |

## 1. Accounting policies (continued)

### 1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

### 1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### 1.12 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

## 1. Accounting policies (continued)

### 1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

### 1.14 Agency arrangements

Voluntary Norfolk act as agent in distributing certain funds for Youth Advisory Boards (YAB). Payments received for YAB and subsequent expenditure are excluded from the statement of financial activities as the charity does not have control over the charitable application of the funds. Management costs are charged and recognised in the statement of financial activities. Details of the agency funds and associated payments are disclosed in note 24.

## 2. Income from donations and legacies

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Donations | 6,821 | 429 | **7,250** |
| Government grants | - | 9,145 | **9,145** |
| | 6,821 | 9,574 | **16,395** |

| | *Restricted funds 2020 £* | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Donations | *2,195* | *478* | *2,673* |

## 3. Income from charitable activities

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|---|
| Health | 2,180,378 | - | **2,180,378** |
| Communities | 489,757 | - | **489,757** |
| Employment | 268,669 | - | **268,669** |
| Finance and Resources | - | 510,610 | **510,610** |
| | 2,938,804 | 510,610 | **3,449,414** |

| | *Restricted funds 2020 £* | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Health | *2,003,964* | - | *2,003,964* |
| Communities | *654,257* | - | *654,257* |
| Employment | *104,473* | - | *104,473* |
| Finance and Resources | - | *600,178* | *600,178* |
| | *2,762,694* | *600,178* | *3,362,872* |

## 4. Expenditure on raising funds

### Costs of raising voluntary income

| | Unrestricted funds 2021 £ | Total funds 2021 £ |
|---|---|---|
| Governance costs | 14,813 | **14,813** |

**4. Expenditure on raising funds (continued)**

**Costs of raising voluntary income (continued)**

| | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|
| Governance costs | *31,583* | *31,583* |

**5. Analysis of expenditure on charitable activities**

**Summary by fund type**

| | **Restricted funds 2021 £** | **Unrestricted funds 2021 £** | **Total funds 2021 £** |
|---|---|---|---|
| Health | 1,962,788 | - | **1,962,788** |
| Communities | 415,682 | - | **415,682** |
| Employment | 274,128 | - | **274,128** |
| Finance and Resources | - | 486,400 | **486,400** |
| | 2,652,598 | 486,400 | **3,138,998** |

| | *Restricted funds 2020 £* | *Unrestricted funds 2020 £* | *Total funds 2020 £* |
|---|---|---|---|
| Health | *2,029,845* | - | *2,029,845* |
| Communities | *587,657* | - | *587,657* |
| Employment | *102,413* | - | *102,413* |
| Finance and Resources | - | *522,971* | *522,971* |
| | *2,719,915* | *522,971* | *3,242,886* |

## 5. Analysis of expenditure on charitable activities (continued)

### Summary by fund type (continued)

### Summary by expenditure type

| | Staff costs 2021 £ | Depreciation 2021 £ | Other costs 2021 £ | Total funds 2021 £ |
|---|---|---|---|---|
| Health | 1,085,299 | - | 877,489 | **1,962,788** |
| Communities | 294,083 | - | 121,599 | **415,682** |
| Employment | 230,957 | - | 43,171 | **274,128** |
| Finance and Resources | 354,427 | 7,308 | 124,665 | **486,400** |
| | 1,964,766 | 7,308 | 1,166,924 | **3,138,998** |

| | *Staff costs 2020 £* | *Depreciation 2020 £* | *Other costs 2020 £* | *Total funds 2020 £* |
|---|---|---|---|---|
| Health | *780,646* | - | *1,249,199* | *2,029,845* |
| Communities | *410,870* | - | *176,787* | *587,657* |
| Employment | *92,997* | - | *9,416* | *102,413* |
| Finance and Resources | *372,208* | *18,273* | *132,490* | *522,971* |
| | *1,656,721* | *18,273* | *1,567,892* | *3,242,886* |

## 6. Auditors' remuneration

| | 2021 £ | *2020 £* |
|---|---|---|
| Fees payable to the company's auditor for the audit of the company's annual accounts | **9,115** | *8,850* |
| Fees payable to the company's auditor in respect of: | | |
| All non-audit services not included above | **1,063** | *1,235* |

## 7. Staff costs

| | 2021 £ | 2020 £ |
|---|---|---|
| Wages and salaries | **1,744,694** | *1,477,861* |
| Social security costs | **137,923** | *113,309* |
| Contribution to defined contribution pension schemes | **82,149** | *65,551* |
| | **1,964,766** | *1,656,721* |

The average number of persons employed by the company during the year was as follows:

| | 2021 No. | 2020 No. |
|---|---|---|
| | **88** | *77* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2021 No. | 2020 No. |
|---|---|---|
| In the band £80,001 - £90,000 | **1** | *1* |

The staff costs for the employee in the banding above is in respect of both gross wages and employers national insurance.

The Key Management Personal of the charity is represented by four members of the senior leadership team together with the 11 unpaid trustees. KMP compensation including employers national insurance costs amounted to £177,211 (2020: £200,784).

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

### 8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, no Trustee expenses have been incurred *(2020 - £43)*.

### 9. Intangible assets

| | Website £ |
|---|---|
| **Cost** | |
| At 1 April 2020 | **13,028** |
| At 31 March 2021 | **13,028** |
| **Amortisation** | |
| At 1 April 2020 | **5,212** |
| Charge for the year | **2,608** |
| At 31 March 2021 | **7,820** |
| **Net book value** | |
| At 31 March 2021 | **5,208** |
| *At 31 March 2020* | *7,816* |

## 10. Tangible fixed assets

| | Long-term leasehold property £ | Fixtures, fittings and office equipment £ | Computer equipment £ | Total £ |
|---|---|---|---|---|
| **Cost or valuation** | | | | |
| At 1 April 2020 | **78,509** | **51,950** | **59,205** | **189,664** |
| Additions | **-** | **4,888** | **686** | **5,574** |
| At 31 March 2021 | **78,509** | **56,838** | **59,891** | **195,238** |
| **Depreciation** | | | | |
| At 1 April 2020 | **78,388** | **47,625** | **54,540** | **180,553** |
| Charge for the year | **121** | **1,630** | **2,561** | **4,312** |
| At 31 March 2021 | **78,509** | **49,255** | **57,101** | **184,865** |
| **Net book value** | | | | |
| At 31 March 2021 | **-** | **7,583** | **2,790** | **10,373** |
| *At 31 March 2020* | *121* | *4,325* | *4,665* | *9,111* |

## 11. Debtors

| | 2021 £ | *2020 £* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **495,122** | *511,686* |
| Prepayments and accrued income | **134,526** | *166,204* |
| | **629,648** | *677,890* |

## 12. Assets held for third parties

Bank and cash balances include assets held for third parties comprising of payroll floats held for the purposes of executing payroll duties on behalf of clients.

The corresponding liability to return payroll floats is recognisd in other creditors as set out in note 13 below.

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Balance at 1 April 2020 | **604,267** | *689,580* |
| Amounts acquired | **573,670** | *604,267* |
| Amounts repaid | **(604,267)** | *(689,580)* |
| | **573,670** | *604,267* |

## 13. Creditors: Amounts falling due within one year

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Trade creditors | **58,014** | *324,956* |
| Other taxation and social security | **86,677** | *152,860* |
| Other creditors | **1,023,194** | *953,547* |
| Accruals and deferred income | **83,925** | *350,962* |
| | **1,251,810** | *1,782,325* |

## 14. Accruals and deferred income

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Deferred income at 1 April 2020 | **280,605** | *155,477* |
| Resources deferred during the year | **1,136** | *280,605* |
| Amounts released from previous periods | **(280,605)** | *(155,477)* |
| **Deferred income at 31 March 2021** | **1,136** | *280,605* |

## 15. Statement of funds

### Statement of funds - current year

| | Balance at 1 April 2020 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| **Unrestricted funds** | | | | | |
| **Designated funds** | | | | | |
| Property fund | **5,000** | **-** | **-** | **-** | **5,000** |
| **General funds** | | | | | |
| Finance and resources | **278,136** | **520,184** | **(501,213)** | **-** | **297,107** |
| **Total Unrestricted funds** | **283,136** | **520,184** | **(501,213)** | **-** | **302,107** |
| **Restricted funds** | | | | | |
| Communities | **201,534** | **489,757** | **(394,675)** | **(3,063)** | **293,553** |
| Employment | **8,809** | **275,168** | **(274,128)** | **3,063** | **12,912** |
| Health | **267,695** | **2,180,700** | **(1,983,795)** | **-** | **464,600** |
| **Total Restricted funds** | **478,038** | **2,945,625** | **(2,652,598)** | **-** | **771,065** |
| **Total of funds** | **761,174** | **3,465,809** | **(3,153,811)** | **-** | **1,073,172** |

## 15. Statement of funds (continued)

**Statement of funds - prior year**

| | *Balance at 1 April 2019* £ | *Income* £ | *Expenditure* £ | *Balance at 31 March 2020* £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| **Designated funds** | | | | |
| Property Fund | *5,000* | - | - | *5,000* |
| **General funds** | | | | |
| Finance and resources | *232,034* | *600,656* | *(554,554)* | *278,136* |
| **Total Unrestricted funds** | *237,034* | *600,656* | *(554,554)* | *283,136* |
| **Restricted funds** | | | | |
| Communities | *134,933* | *654,257* | *(587,656)* | *201,534* |
| Employment | *6,750* | *104,473* | *(102,414)* | *8,809* |
| Health | *291,381* | *2,006,159* | *(2,029,845)* | *267,695* |
| | *433,064* | *2,764,889* | *(2,719,915)* | *478,038* |
| **Total of funds** | *670,098* | *3,365,545* | *(3,274,469)* | *761,174* |

## 15. Statement of funds (continued)

**Communities**
Communities represents those restricted funds under management of the charity to deliver volunteering services and community development opportunities. The most significant balances carried forward are £202,116 (2020: £47,760) relating to Freshly Greated and £35,213 (2020: £68,259) relating to Working Together.

**Employment**
Employment represents those restricted funds under management of the charity to deliver support services reaching those less able to access employment opportunities and training. The most significant closing balances relate to NTW Community Connectors of £36,351 (2020: £23,581) and Awards for all of £6,198 (2020: £6,198).

**Health**
Health represents those restricted funds under management of the charity to deliver volunteer projects within hospitals and the wider community. The most significant closing balances relate to Health & Wellbeing Volunteer Service of £61,223 (2020:Nil), Better Together of £114,660 (2020: £197,258) and Young Carers & Family Support Service £60,184 (2020: £46,224).

**Designated Property Fund**
The trustees have earmarked a sum of £5,000 in respect of potential future property costs.

## 16. Summary of funds

**Summary of funds - current year**

| | Balance at 1 April 2020 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 March 2021 £ |
|---|---|---|---|---|---|
| Designated funds | **5,000** | **-** | **-** | **-** | **5,000** |
| General funds | **278,136** | **520,184** | **(501,213)** | **-** | **297,107** |
| Restricted funds | **478,038** | **2,945,625** | **(2,652,598)** | **-** | **771,065** |
| | **761,174** | **3,465,809** | **(3,153,811)** | **-** | **1,073,172** |

## 16. Summary of funds (continued)

### Summary of funds - prior year

| | *Balance at 1 April 2019* £ | *Income* £ | *Expenditure* £ | *Balance at 31 March 2020* £ |
|---|---|---|---|---|
| Designated funds | *5,000* | - | - | *5,000* |
| General funds | *232,034* | *600,656* | *(554,554)* | *278,136* |
| Restricted funds | *433,064* | *2,764,889* | *(2,719,915)* | *478,038* |
| | *670,098* | *3,365,545* | *(3,274,469)* | *761,174* |

## 17. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | **Restricted funds 2021** £ | **Unrestricted funds 2021** £ | **Total funds 2021** £ |
|---|---|---|---|
| Tangible fixed assets | - | 10,373 | **10,373** |
| Intangible fixed assets | - | 5,208 | **5,208** |
| Current assets | 771,065 | 1,538,336 | **2,309,401** |
| Creditors due within one year | - | (1,251,810) | **(1,251,810)** |
| **Total** | 771,065 | 302,107 | **1,073,172** |

### Analysis of net assets between funds - prior year

| | *Restricted funds 2020* £ | *Unrestricted funds 2020* £ | *Total funds 2020* £ |
|---|---|---|---|
| Tangible fixed assets | - | *9,111* | *9,111* |
| Intangible fixed assets | - | *7,816* | *7,816* |
| Current assets | *478,038* | *2,048,534* | *2,526,572* |
| Creditors due within one year | - | *(1,782,325)* | *(1,782,325)* |
| **Total** | *478,038* | *283,136* | *761,174* |

## 18. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2021 £ | 2020 £ |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **311,998** | *91,076* |
| **Adjustments for:** | | |
| Depreciation charges | **4,312** | *15,668* |
| Amortisation charges | **2,608** | *2,606* |
| Decrease/(increase) in debtors | **48,242** | *(4,164)* |
| (Decrease)/increase in creditors | **(540,035)** | *183,121* |
| **Net cash provided by/(used in) operating activities** | **(172,875)** | *288,307* |

## 19. Analysis of cash and cash equivalents

| | 2021 £ | 2020 £ |
|---|---|---|
| Cash in hand | **1,679,753** | *1,848,682* |
| **Total cash and cash equivalents** | **1,679,753** | *1,848,682* |

## 20. Analysis of changes in net debt

| | At 1 April 2020 £ | Cash flows £ | At 31 March 2021 £ |
|---|---|---|---|
| Cash at bank and in hand | **1,848,682** | **(168,929)** | **1,679,753** |
| | **1,848,682** | **(168,929)** | **1,679,753** |

## 21. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £82,149 (2020: £65,551). At the year end £nil (2020: Nil) remained payable.

## 22. Operating lease commitments

At 31 March 2021 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Not later than 1 year | **75,000** | *75,000* |
| Later than 1 year and not later than 5 years | **39,375** | *114,375* |
| | **114,375** | *189,375* |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2021<br>£ | *2020*<br>*£* |
|---|---|---|
| Operating lease rentals | **-** | *62,699* |

## 23. Related party transactions

David Steven Town, a Trustee of Voluntary Norfolk, is a Director of MTM Youth Services CIC. During the year ended 31 March 2021. Voluntary Norfolk invoiced MTM Youth Services CIC £84 for services in relationship to DBS checks (2020: £336) and £700 in relation to Youth work. MTM Youth Services CIC invoiced Voluntary Norfolk £57,046 in relation to young carer support services (2020: £70,000). David Steven Town was not paid expenses this year but was paid £43.20 during the prior year. David Steven Town has since resigned in April 2021.

Richard William Packham, a Trustee of Voluntary Norfolk is a Director of Centre 81 Limited. During the year ended 31 March 2021. Voluntary Norfolk invoiced Centre 81 Limited £183.60 in relation to DBS checks. There was no such payments in the prior year.

## 24. Agency arrangements

Voluntary Norfolk act as an agent in distributing funds from Youth Advisory Board (YAB). In the year the charity received £288,000 (2020: £300,525) and disbursed £172,550 (2020: £326,036) from the fund. An amount of £300,474 (2020: £191,374) is included in other creditors relating to undistributed funds.