

Registered number: 05616120  
Charity number: 1112017

**VOLUNTARY NORFOLK**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**VOLUNTARY NORFOLK**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2020**

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**Trustees**                      John Archibald, Chair  
Helen Johnson (resigned 30 September 2020)  
David Walker, Vice Chair  
Rachel Cowdry (resigned 5 June 2019)  
David Town  
Robert Hetherington  
Colin Bland, Treasurer (resigned 5 June 2019)  
Jonathan Williams (resigned 5 June 2019)  
Richard Packham (appointed 25 September 2019)  
Vivienne Clifford-Jackson  
Josephine Smithson (appointed 29 July 2020)  
Peter Hitchcock (appointed 29 July 2020)

**Company registered  
number**                      05616120

**Charity registered  
number**                      1112017

**Registered office**                      St Clements House  
2-16 Colegate  
Norwich  
Norfolk  
NR3 1BQ

**Chief executive officer**                      Alan Hopley

**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

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**CHAIR AND CEO STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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The Chair and CEO present their statement for the year.

It is a curious feature of Annual Reports that, in some cases, we are reporting on activities and services that occurred almost 18 months previously. This report, prepared and submitted during a global pandemic, feels particularly incongruous as it relates, in most parts, to a period pre-Covid19, when we could go into an office, talk to colleagues, have meetings and organise events. Simpler times.

Despite this, preparing this report has been an encouraging and optimistic process. It is a reminder of what is 'normal' and what we hope, following widespread Covid vaccination programmes, we might return to in the months and years ahead. It has also reinforced the pride that we have for Voluntary Norfolk and the work we do to address the social and healthcare challenges in our county; including an ageing population, increased levels of mental and physical ill health, inequality, lack of employment opportunities and physical, digital and social isolation.

We are particularly proud of the resilience, creativity, dedication and adaptability of Voluntary Norfolk staff, which enabled us to respond quickly to the new societal needs that emerged from Covid; recruiting hundreds of new volunteers to support isolated people, mobilising new services, adapting the way we deliver existing services, and providing much needed support, advice and guidance for other voluntary sector organisations. All of this while adapting to suddenly working from home, away from colleagues and often with individual personal, family and health concerns.

There are very few positives about Covid, but one of them is the renewed appreciation and understanding of the value of the voluntary sector and volunteers in our community. Voluntary Norfolk was proud to represent the VCSE Sector on the Norfolk Resilience Forum and lead the volunteer recruitment on behalf of Norfolk County Council, in recognition of our expertise and experience. This has been reinforced by our work this year on the development of a Voluntary Sector Health & Social Care Assembly, which will enable VCSE organisations to have a greater role and influence in the commissioning and delivery of services.

We continue to invest and innovate in this area of our work, identifying and developing new ways we can support volunteers and the voluntary sector through our infrastructure offer. Work is progressing on a Volunteer Passport Scheme for Norfolk, which will enable volunteers to move more easily between volunteering roles, and we responded to the changing needs of our members and locals VCSEs by offering more networking opportunities and good practice learning events. We are increasingly making national connections, and were pleased to host the National Council for Voluntary Organisations (NCVO) Regional Assembly in Norwich in February 2020, giving local groups, including our members, the chance to talk directly to national infrastructure colleagues and find out more about their work.

The breadth and depth of services provided by Voluntary Norfolk has continued to grow throughout 2019-20. We have worked closely with partners and commissioners across the voluntary, statutory and health sectors, reflecting the fact that complex challenges almost always require a multi-agency approach. Whether we are supporting people who have caring responsibilities, or who are lonely or isolated, or need help with employment & skills, by sharing our collective skills, knowledge, experience and resources and playing to our individual strengths, we have been able to extend our reach, and more effectively support people and communities in Norfolk. Our role as lead partner for commissioned services such as Carers Matter Norfolk and Better Together, also enabled over £750,000 to be invested in over 20 partner organisations, making an essential contribution to their sustainability and impact.

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**CHAIR AND CEO STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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Voluntary Norfolk celebrated its 50th anniversary in 2019 and we know that it is those 50 years of knowledge, experience, relationship building and partnership working that enabled us to not only survive the Covid storm, but to continue to reach out into communities and help other people and organisations survive the storm too.

We refreshed and developed a new strategy for Voluntary Norfolk this year, and identified a new vision of *Connected, resilient and compassionate communities where people work together to improve lives*. In these extraordinary times we feel confident that, thanks to the efforts of our remarkable staff and volunteers, we have made huge steps towards achieving that vision.

John Archibald, Chair of Trustees  
Alan Hopley, CEO

Date: 22 March 2021

**VOLUNTARY NORFOLK**  
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**CHAIR AND CEO STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**Voluntary Norfolk Annual Report 2019-20 Highlights**

How we have worked towards our vision of *Connected, resilient and compassionate communities where people work together to improve lives*



As lead partner for commissioned services we have enabled over **£750,000** to be invested in over 20 partner organisations, making an essential contribution to their sustainability and impact.

Over **2,500** people signed up to volunteer through our Volunteering portal



Our digital inclusion volunteers helped more than **200** Norwich residents gain new skills and confidence with digital technologies



We recruited, trained and supported over **600** volunteers for healthcare roles in the community



Over **360** frontline youth workers attended our workshops on the topic of Child Exploitation

Our team of non-emergency patient transport volunteers clocked up almost **700,000** miles taking patients to essential medical appointments.



Our Carers Matter Norfolk service delivered direct and online support to over **5,500** unpaid adult carers....



...and over 800 young carers with a further 250 members of their family network also being supported



The Better Together team supported over **1500** people facing loneliness and social isolation



Our DBS team facilitated over **10,000** DBS checks for VCSE and SME clients

We helped over **2,000** people on the SOS Bus



**And amid all of that, we celebrated our 50th anniversary!**

**VOLUNTARY NORFOLK**  
SUPPORTING VOLUNTEERS AND COMMUNITIES FOR OVER 50 YEARS **50**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2019 to 31 March 2020. 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.

### **Objectives and activities**

#### **STRUCTURE, STAFF, STRATEGY AND GOVERNANCE**

In May 2019 the Trustees of Voluntary Norfolk approved a new Strategy for Voluntary Norfolk reflecting our charitable activities and aspirations. Our Vision, Mission and Aims have been redefined 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 three Trustees stepped down and one new Trustees joined the Board. At the end of this reporting period there are eight Trustees who bring a collective wealth of knowledge and experience of voluntary sector delivery, management and governance.

Our delivery work for and in partnership with local authorities, Clinical Commissioning Groups and other NHS organisations has highlighted the need for robust governance and performance management. 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 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.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance**

**ACTIVITIES AND HIGHLIGHTS**

**a) Voluntary Norfolk's 50th Anniversary**

One of the undoubted highlights of 2019 was Voluntary Norfolk's 50th Anniversary, having started as an organisation in 1969, as the Norwich Organisation of Active Help (NOAH), a service to match volunteers to voluntary organisations. From this simple model of support, delivered from a caravan that toured the county, we have grown and developed to deliver a wide range of services which improve the health, wellbeing, connections, skills and employability of thousands of people in Norfolk each year. It was an important time to remember our routes and our deep connections with volunteer led community initiatives and in June 2019 we had a celebratory event at a local community garden, followed by our 2019 Annual General Meeting. A new logo was also commissioned for our 50th Anniversary year, highlighting the longevity of our organisation.

**b) Covid-19**

By far however the most notable feature of this reporting year was the onset of Coronavirus (Covid-19) in January 2020. Throughout the early months of 2020, our Trustees and Senior Management Team were vigilant about the development of Covid-19, the changes to government guidance and the implications for Voluntary Norfolk staff, volunteers, tenants, visitors and the people we support. The Senior Management Team and service managers reviewed the Business Continuity Plans for all our service areas and staff were kept informed about latest government guidance and offered support if this impacted on their professional or personal lives.

On Monday March 16th 2020, on government advice and as the country entered a period of lockdown, all Voluntary Norfolk staff were instructed to work from home. The Business Continuity Plans which had been reviewed earlier in the year were actioned and we are proud to report that almost all of Voluntary Norfolk services and activities adapted and continued to a greater or lesser extent. The only exception was our SOS Bus service, which did not run as there was no demand for its services, as all night-time venues in Norwich had also closed as part of the national lockdown measures.

Our internal response to Covid-19 coincided with Voluntary Norfolk taking a leading role in the county's response to Covid-19, as part of the Norfolk Resilience Forum (NRF) a multi-agency forum for co-operation during times of national emergency. Our CEO and Deputy CEO led the volunteer recruitment and VCSE funding element of the NRF's Community Resilience & Recovery Cell. As part of the Resilience Forum activities, Voluntary Norfolk was commissioned to recruit volunteers to help protect the most vulnerable people in our communities during Covid-19. An intense recruitment campaign supported by Norfolk County Council and the local media led to over 4,000 people coming forward to help in just a few weeks.

Although it is outside of this reporting period, Voluntary Norfolk continued to support people and communities throughout Covid-19 and in the most part, staff continued to work from home. We will report more fully on Voluntary Norfolk's response to Covid 19 in our 2020/21 Annual Report.

In addition to the above activities, the following projects and services were operational during 2019/20 and we are proud of all the achievements across the service areas. 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 were expected to come to an end, we explored opportunities to continue the activity, through partnership working and identifying alternative funding streams.



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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**c) Infrastructure support for the VCSE sector**

**Working Together**

Voluntary Norfolk and Momentum are key partners with Community Action Norfolk in 'Working Together', funded by Norfolk County Council to provide infrastructure support for VCSE organisations and groups, including information, resources, networking and representation. These activities are delivered by members of our Communities and Momentum teams and during this year we have continued the work to align the work of the two teams. Towards the end of the year, we appointed a Voluntary Sector Development Manager to help us to continue to develop the volunteering and group support elements of Working Together.

**Membership**

We appointed a Groups and Membership Officer in July 2019 to provide support to Voluntary Norfolk and Momentum members, and other groups. We quickly saw the benefit of having a member of staff who was able to respond quickly to requests from members and send out regular updates, as well as organise regular activities and events, and since they started in post, the number of Voluntary Norfolk and Momentum members has increased by 25%. We held the first of what we hoped would be the first in a series of Good Practice events in January on the topic of Intergenerational Activities. This was well attended and received, but future events were put on hold as the full effects of the Covid-19 pandemic started to be felt (later moving online). We hosted the NCVO Regional Assembly in Norwich in February 2020, which gave local groups, including our members, the chance to talk directly to national infrastructure colleagues and find out more about their work. Another positive development during the year was the opening of a Norwich City Council 'Stuff Hub' at our offices at St Clements House. Groups are able to borrow equipment from the Stuff Hub to support community events and we started taking bookings from October 2019.

**Volunteer recruitment**

The Volunteer Centre continues to provide support for people wanting to volunteer and organisations looking for volunteers. A key element of this support is our online Volunteering Portal, which connects people with organisations looking to fill volunteer roles, and the use of the Portal has increased steadily. During the year, 236 new volunteering roles were advertised on the Portal and 2,519 volunteers signed up (including over 1,000 volunteers who signed up for the Covid-19 emergency response in the last two weeks of March). Volunteer Centre staff were out and about during the year promoting volunteering and the Portal, including at community events, libraries, student fairs and job clubs, and Voluntary Norfolk also had a regular slot on Norwich's Future Radio to promote volunteering opportunities. Volunteer Centre staff offered support on a 1:1 basis for people who are new to volunteering or face barriers to successfully securing a volunteering role, helping them to register on the portal and apply for suitable roles. This year we also completed the 'Volunteering in the Community' training programme, which offered a bespoke training course to help people prepare for volunteering roles in community settings, and the experience of delivering this programme has been very helpful as we look forward to the possibility of developing a Volunteer Passport scheme for Norfolk.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**Training**

Between 1 April 2019 and 31 March 2020, we ran 19 training courses which trained a total of 178 people. These courses included First Aid, Food Safety and DBS Evidence Checking, enabling organisations to keep their service users safe. We also ran several courses on Reducing Parental Conflict in partnership with Norfolk County Council's Children's Services department. These courses were very popular, but unfortunately four of the March dates had to be cancelled due to the Covid-19 pandemic. In addition, 23 learners gained a Level 2 qualification in Youth Work Practice (across three courses, one of which started before April 2019) and so far, three of them have progressed to the Level 3 qualification. The discrepancy in numbers between the Level 2 and Level 3 courses can be attributed to the Level 2 bursaries offered by the National Youth Agency which allowed many people to complete the course who otherwise wouldn't have been able to afford it.

**Child Exploitation**

During the same period, our Momentum service received funding through the Office of the Police and Crime Commissioner for Norfolk (OPCCN) to deliver informal training workshops on the topic of Child Exploitation. Throughout the funding period, Momentum delivered:

- 9 full workshops (two hour long semi-formal workshops which included a mixture of presentations and group discussions)
- 5 short workshops (for grassroots organisations; more informal than the full workshops with an emphasis on the discussion element)
- 2 presentations at county-wide events

These sessions involved a total of 363 frontline youth workers (including paid staff and volunteers). The workshops were very well received, and all participants reported an increased in their knowledge of Child Exploitation, their ability to recognise signs of Child Exploitation and their confidence in reporting it. Many of these people have now begun attending Momentum's Youth Work Network meetings so that they can receive ongoing updates about youth work topics, including exploitation and safeguarding.

**Voluntary Sector Forum (Children, Young People and Families)**

The Voluntary Sector Forum for Children, Young People and Families welcomed a new chair in December 2019 and Vice Chair in March 2020. The quarterly Forum meetings continued to attract a regular attendance of 20-30 delegates in addition to invited speakers, and feedback indicates that they enjoy the opportunity to network and hear updates about new initiatives. More work needs to be done to ensure the Forum representatives, who sit on various strategic boards, are genuinely representative of the sector and that they communicate regularly with the rest of the Forum members; this work has already begun with the new chair and vice-chair.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**d) Communities**

**Neighbourhoods That Work**

Voluntary Norfolk is the community development partner within the Great Yarmouth Borough Council-led Neighbourhoods That Work, a 3 – 5-year partnership programme. The programme has continued to meet targets over the year. This period also saw the partnership bring in a new evaluation partner - ERS Research & Consultancy. With an evidence-based Year 3 Evaluation Report in hand, the partnership was able to make changes to reshape the programme over year 4 and 5.

In June 2019 the Community Development team attended the World International Community Development Conference in Dundee, contributing to seminar sessions and bringing back new thinking into our work in Great Yarmouth and beyond. Over the period Voluntary Norfolk secured extension funding from integrated commissioning partners, which enabled Community Development roles to be remodeled to provide more support to small/ established and constituted VCSE groups. A programme of network and forum events were developed to build VCSE networks, collaboration and learning. When Covid19 hit in the spring of 2020, the NTW team were well placed to respond supporting existing community groups to mobilise and new mutual aid groups to be established.

Through our work in Great Yarmouth, we brokered a relationship with the Lloyds Bank Foundation, which saw Great Yarmouth formally accepted as one of its six geographic areas through its Reaching Further work. This will see Lloyds make a ten-year commitment to Great Yarmouth, to support place based, cross-sector working and collaboration.

**VCSE Health and Social Care Assembly**

The Assembly contract started at the end of June 2019, with a Steering Group of local infrastructure leads and health and care partners being established in early July and the appointment of an independent Interim Chair.

A series of engagement events to consult around the NHS Long Term Plan were delivered in partnership with health and care partners, which introduced the concept of a VCSE Health and Social Care Assembly. Four events ran throughout October, which were well attended and endorsed the concept of an assembly and a supporting Memorandum of Understanding between the sectors. A series of follow up engagement events were planned for March 20, to present the next iteration of thinking back to the sector but had to be cancelled due to Covid19.

**Creative People and Places Fund**

Over this period Voluntary Norfolk led a bid to the Creative People and Places Fund (Arts Council England), working with a consortium of arts and community based organisations, Sea Change Arts, Creative Collisions, The Jays and GYBC. We were successful in our bid, building on the work and partnerships formed within NTW, securing some £1m of Community Fund funding, through Arts Council England.

The programme funding started in November 2019, and the Freshly Greated programme was born; a programme to extend participation in the arts to communities least engaged as audiences and creative practitioners. The first six-months of funding supported the development of the business plan and recruitment of the staff team. The Programme Director started at the end of March 2020, one week into lockdown.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**e) Employment and Skills**

2019/2020 saw the launch of a number of new employability programmes and an extension to the hugely successful Norfolk Community College project. We've been supporting the long-term unemployed to build their skills and confidence, young people to move forward, and helping those affected by Covid-19 to quickly find new work.

**Norfolk Community College (Building Better Opportunities Fund)**

- Launched in January 2018, the Norfolk Community College project provides a range of services and advice to people seeking jobs and new skills throughout Norfolk.
- The project is a partnership between Voluntary Norfolk, East Coast College, Access Community Trust, Future Projects, DIAL Great Yarmouth, ACE Action Community Enterprises, Feathers Futures, and The Feed.
- In recognition of our successes the Norfolk Community College has been extended by the Big Lottery and European Social Fund. The project will now run until October 2022.
- We've also had our remit expanded in-light of Covid-19. The project can now support anyone who has been out of work for 3 months or more (it was previously 2 years or more).

**New Horizons (Building Better Opportunities Fund)**

- Launched in November 2019, the New Horizons project provides support and advice to people struggling with their finances across Cambridgeshire, Peterborough and West Norfolk.
- The project is a partnership between Voluntary Norfolk, the CHS Group, the Longhurst group, Centre 33, Cross Keys Homes, and the University of Cambridge.

**Chances (European Social Fund)**

- Originally due to launch in late 2019 the programme is now scheduled for a January 2021 start after a number of delays.
- The county-wide programme will support unemployed adults with a diverse range of needs to access coaching and mentoring supporting, training opportunities, and employment.
- The £5m programme is a partnership between Norfolk County Council, Voluntary Norfolk, Future Projects and the Norfolk CAB.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**f) Health & Social Care Services**

Voluntary Norfolk delivers and manages a range of health, social care & 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.

**Carers Matter Norfolk**

In October 2019 we entered the final year as lead partner in the Carers Matter Norfolk service, a partnership funded by Norfolk County Council to provide tailored support services to meet the emotional and practical needs of unpaid carers. Working with our partners (Family Carers Net, Carers Voice Norfolk & Waveney and Norfolk & Suffolk Care Support) the service continued to offer a 7 day a week free Advice Line, counselling, education and training and a highly skilled and knowledgeable team of Carer Connectors delivering one-to-one support in the community. In 2019/20 Carers Matter Norfolk delivered direct support to over 2,500 carers with a further 2,000 carers being supported through our online services and via our website.

In December 2019, we began to work with Norfolk County Council and Bridges Outcomes Partnerships to develop an enhanced service to carers under a Social Investment Bond. The five year delivery commenced 1st September 2020.

At the end of 2019/20, the Coronavirus pandemic started to have an impact on the services delivered, and we changed to offering telephone/online support, incorporating increased emotional support and welfare check calls, plus additional assistance to our more vulnerable clients by collecting and delivering prescriptions, food etc.

**Young Carers & Families Service**

On 1 April 2019 we launched the new Young Carers & Families Service offering a tailored support services to young carers and their families. This partnership was funded by Norfolk County Council and is delivered as an extension of the original Carers Matter service offering a groundbreaking, fully integrated, all-ages support service for unpaid carers. Working with our partners (Benjamin Foundation, Caring Together (formerly known as Carers Trust), FamilyCarersNet, Great Yarmouth & Gorleston Young Carers, Holt Youth Project, MTM Youth Services, Norfolk and Suffolk Care Support and West Norfolk Carers) the service offers a 7 day a week free Advice Line, plus Whole Family Support delivered by the team of Carer Connectors, targeted 1:1 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.

In 2019/20 Carers Matter Norfolk delivered direct support to over 800 young carers with a further 250 members of their family network also being supported (parents, extended family members). Through our work with Caring Together 500 professionals have attended awareness raising sessions and 45 sessions have been delivered to schools.

As with the main Carers Matter Service, the Coronavirus pandemic started to affect services towards the end of March 2020, services continued to be delivered to young carers and their families but were altered to mostly telephone and online provision.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**Better Together Norfolk**

2019-20 was the second year of our Better Together Norfolk service, commissioned by Norfolk County Council to help tackle loneliness and social isolation. In South Norfolk and parts of Breckland, Greater Norwich and Great Yarmouth, Better Together Norfolk delivers the service, which is a partnership of 10 voluntary groups, charities and social enterprises led by Voluntary Norfolk. The services offer one-to-one support to adults whose loneliness is the primary issue affecting their health and wellbeing. Service Users supported to:

- Access social activities, volunteering opportunities, community services and assets.
- Identify and overcome barriers that prevent them becoming connected
- Reconnect with family and friends and make new connections in their community

The services can also form part of a wider package of support for individuals where loneliness is a symptom of other more complex challenges, such as caring responsibilities, mental or physical ill health or debt.

The Better Together Helpline took calls from over 706 individual clients over this reporting period, many of whom received ongoing support over several months. Our Life Connectors received new referrals for intensive 1-1 support for over 350 and, together with existing clients carried over from the previous year, meant that they supported over 470 clients in total over the year. Through the extended work with our partners we have worked with over 1500 individuals this year.

Community Development is central to the Better Together Norfolk Partnership and through our development work we have engaged with a wide range of agencies over the last year including Hethel Innovation's Loneliness and Social Isolation Platform, Norfolk Fire Service, Age Connected, Health Improvement Practitioners, Great Yarmouth Open Christmas and Feedback Mental Health.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**SOS Bus**

The SOS Bus service which looks after the safety, health & well-being of people visiting Norwich's pubs and clubs on Friday & Saturday nights, has been managed by Voluntary Norfolk since April 2019. It is supported by three years of funding from Public Health England and CCGs which ends in March 2022. A Development Manager and Administrative Officer have been in post since August 2019.

Previously managed for over 15 years by another organisation, the first year of our service was focused on standardising processes, procedures and practices around communication, financial controls, health and safety, volunteer management, training and partnerships management, resulting in more robust compliance, performance and service delivery. The Development Manager successfully sought support from the Big Yellow Box Company, which now offers free storage for SOS Bus supplies. This has enabled us to bulk buy supplies and store them in a more convenient, easily accessible location, bringing both financial and operational benefits.

Over the course of this reporting year, 25 volunteers along with St John First Aiders, paramedics and security helped assist 666 clients on the bus with 36% seeking help for medical conditions, illness or injuries. Mental Health difficulties accounted for 5% of the clients and 3% sort refuge on the Bus due to being in fear of violence or scared to go home. An additional 1,500 individuals engaged with the service by getting phones charged, requesting items such as bottled water, condoms, plasters, flip flops or in need of help and advice (data recording for non-client engagement started October 2019).

The type and way information is gathered each shift by the volunteers was reviewed in September 2019 resulting in significant improvements in the quality and accuracy of the data collected, allowing for greater understanding of why people need the service and its support to the NHS, EEAST and Police. The service provides support at times when these services are in heavy demand by having St John First Aiders and a paramedic as part of the Team. As a result, the SOS Bus prevents unnecessary A&E attendances (185 prevented) and ambulance call outs (164 avoided). Quantifying how the service assists the police is not easy, although a key benefit is freeing up police officers, allowing them to go back to policing. Eighteen percent of referrals to the service came from the police, requiring the intervention of at least one of the SOS Bus team for an average 55 minutes per client.

At the end of this reporting period, the SOS Bus service was paused due to Covid lockdown restrictions.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**g) Volunteer Services**

Voluntary Norfolk manages a range of projects for local healthcare providers, recruiting, training and supporting over 600 volunteers for healthcare roles in community hospitals, in non-emergency patient transport and with individual clients in the community. Towards the end of the reporting period all face to face volunteer activity was paused as a result of the Covid-19 pandemic. Almost 300 of our existing volunteers immediately took on telephone befriending volunteer roles supporting vulnerable and isolated clients.

Our volunteer coordinators across all services also supported the Norfolk-wide call for volunteers, screening the hundreds of people that came forward to offer their help and support to vulnerable and isolated people across Norfolk.

Our volunteer roles include:

**Health and Wellbeing Volunteers**

Funded by NHS Clinical Commissioning Groups for South Norfolk and North Norfolk, our Health & Wellbeing Volunteers offer support to people who face the challenge of a long-term health condition and are without their own support networks. For most of the year our volunteers offered face to face support helping their clients work towards agreed health goals. At the end of the reporting period, we had circa 300 Health & Wellbeing Volunteers paused from their face to face activity, with around 200 of these continuing telephone support of their clients.

**Health Coach Volunteers**

Funded by the Norwich NHS Clinical Commissioning Group, this one year pilot project came to an end in October 2019 with 9 volunteers trained as a health coach to support patients with long term conditions and help them gain the skills necessary to better manage their condition and wellbeing. Although the project came to an end, the benefit of health coaching was proven, and a positive outcome is that the practice is now embedded in patient care and support.

**GP Surgery Volunteers**

Developed in partnership with Norfolk Community Health & Care NHS Trust, we coordinate a team of volunteers to support clinical and admin work in GP surgeries across Norwich and Broadland to improve the overall experience of patients. During this reporting period volunteer roles were agreed in 12 different GP Surgeries in Norwich, Broadland, North and Mid Norfolk, while 3 volunteers progressed to paid roles within surgeries.

**ERS Non-Emergency Patient Transport Service Volunteers**

Under contract to ERS Medical, we coordinate a team of over 70 volunteers who use their own cars to transport patients to/from their homes and take them to essential medical appointments within East Anglia and sometimes further afield. Collectively our volunteers clocked up almost 700,000 miles in 2019/20.



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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**Norfolk Community Health and Care (NCH&C) Volunteers**

Funded by Norfolk Community Health & Care NHS Trust, we employ a team of staff who recruit, train and manage volunteers to provide clinical and administrative support in community hospitals across Norfolk. At the end of the reporting period, around 130 volunteers were paused from their roles working alongside paid healthcare staff, improving the experience of patients directly and indirectly through their roles. During the year we introduced a Pulmonary Rehabilitation Group support volunteer and an FFT Call Survey volunteer within the Community Nursing Team. We continue to work with NCH&C to develop new volunteer roles, required as a result of operational changes due to the pandemic.

**East Coast Community Healthcare CIC (ECCH) Volunteers**

This new service launched in 2019, working alongside and funded by East Coast Community Healthcare CIC, to recruit, train and manage volunteers to provide clinical and administrative support to their community healthcare services. At the end of the reporting period, circa 100 volunteers had expressed an interest in joining the new service. However, as with other services the pandemic put the brakes on development of new roles and a change of direction was required to roles directly supporting the pandemic response i.e. volunteer drivers transporting swabs for Covid testing at the weekend when transport staff were not in the main available.

**Digital Inclusion**

Throughout 2019/20 we continued our digital inclusion work in partnership with Norwich City Council, enabling Norwich residents to develop the skills, capabilities and confidence to access online services, support and activities. We coordinated a team of circa 40 volunteers who coached more than 200 local residents across Norwich to gain new skills and confidence with digital technologies, helping to tackle social and digital isolation, connect with family and friends and increasing their independence, wellbeing and resilience.

**h) CBR Business Solutions**

Our trading arms CBR Business Solutions provides HR consultancy, DBS checks and Payroll & Auto Enrolment services to almost 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 and we have accordingly invested in business development and marketing activities to attract new clients.

**DBS Services**

Our DBS Team continue to facilitate both online and paper-based DBS Disclosure applications. We provide regular checks to approximately 250 online clients and approx. 50 paper-based ones and facilitated 10-11,000 DBS checks each year. Initial estimates would appear to suggest that the pandemic may have caused a 'drop off' in business of about 10%. It should be noted however that whilst Covid-19 has caused many businesses to halt or suspend recruitment and expansion, it has also created a greater need for checks for some of our clients, especially those in the care sector. We have been extremely responsive in being able to roll-out Covid-19 specific roles to such clients. Momentum ceased their DBS provision in March 2019 and CBR Business Solutions have taken on their customers where possible and where economically viable to do so. We continue to look at new opportunities for this area of our work and plan to introduce an Overseas Criminal Record Checking Service in conjunction with GBG, our online system providers, enabling us to offer checks from around the world as well as UK based checks.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Achievements and performance (continued)**

**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. In 2020 they have additionally been advising clients on the Coronavirus Job Retention Scheme and variations as well as other areas of employment law. Most CBR HR clients have an annual contract for an agreed number HR contract hours, while others prefer to buy services as and when required on a consultancy basis. The HR team also 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.

In addition, in January 2020 we entered into a partnership agreement with Community Action Suffolk, which offers similar business support services through their trading arm CAS Ltd. Under a reciprocal arrangement, Voluntary Norfolk/CBR Business Solutions and Community Action Suffolk/CAS Ltd now directly promote and recommend each other's services, making it easier for managers and charity Trustees to source, with confidence, the services they need to run their organisation.

**Financial review**

**GOING CONCERN**

Voluntary Norfolk has adapted quickly and flexibly to the demands placed upon the charity by the Covid-19 pandemic.

The trustees have considered the charity's position at the time of signing the financial statements, and in particular the current issues caused by Covid-19 and its impact on the charity, economy and society.

The charity's normal activities have been affected by the Covid-19 pandemic however modified methods of service delivery have been utilised where practicable and have proved effective. No funders have ceased funding any programs.

The Trustees have considered a period of 12 months from the date of approval of these financial statements and, based the level of funds within the charity, the ongoing support of funders, the charity's role in the Covid-19 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 27.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**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 2020 amounted to £283,136 (2019: £237,034) and is deemed to be sufficient. Fixed assets at 31 March 2020 stood at £16,927 (2019: £23,954). This means that at 31 March 2020, free reserves were £266,209 in surplus (2019: £213,080 in surplus). Restricted funds at 31 March 2020 were £478,038 (2019: £433,064). Total reserves at 31 March 2020 were £761,174 (2019: £670,098).

Increased unrestricted income continues to be generated from both CBR business Solutions and project activity as a result of new activity, price increases and reduced costs.

The trustees have agreed to maintain reserves at the level where a minimum of six months running costs are held.

**PRINCIPAL FUNDING**

The Statement of Financial Activities for the year is set out on page 24, whilst a summary of the results is set out below.

During the year, the charity's incoming resources increased to £3,365,545 (2019: £3,198,812). 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 increased to £3,274,469 (2019: £2,813,070) 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 14 to the financial statements.

**Structure, governance and management**

**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.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Structure, governance and management (continued)**

**METHOD 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. Training is provided to all new trustees who are able to read past minutes, have access to the articles of association and read literature about the aims of the charity.

**PAY POLICY FOR SENIOR STAFF**

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. All the directors give of their time freely and no director received remuneration within the year.

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 appropriate caliber of candidate.

**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. Trustees are recruited and nominated from voluntary and not-for-profit organisations comprising the membership of Voluntary Norfolk and other individuals with appropriate skills necessary for the wellbeing of the Charity. Nominations for trusteeship are an open election process of all members. Vacancies may be filled during the year; formal elections take place at the annual general meeting. A formal process of induction is given to all trustees as well as training as appropriate.

The trustees meet six times a year. The day to day management of the Charity is delegated to the CEO, Alan Hopley.

**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. The trustees and senior managers are supported by a Policy Officer in the review and updating of policies.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Plans for future periods**

**FUTURE DEVELOPMENTS**

During the year, the charity will continue to build on our strategy and vision of connected, resilient and compassionate communities, maintaining and expanding relationships with existing and new funders, and to develop 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 services.

We will be investing in the expertise of staff and the development of our volunteers to match the growing needs for our services, highlighted even more in response to Covid-19, as Norfolk works to rebuild the resilience of our communities, improve health and social care provision and help people back into work, following the pandemic.

CBR Business Solutions continues to generate an important source of income to support the organisation's charitable objectives.

For details of Voluntary Norfolk in general and its services visit [www.voluntarynorfolk.org.uk](http://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.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**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: 22 March 2021

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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

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**OPINION**

We have audited the financial statements of Voluntary Norfolk (the 'charitable company') for the year ended 31 March 2020 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 2020 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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

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**OTHER INFORMATION**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.



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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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

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**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.

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](http://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: 23 March 2021

**VOLUNTARY NORFOLK**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>					
Donations and legacies	2	2,195	478	2,673	115,592
Charitable activities	3	2,762,694	600,178	3,362,872	3,083,220
<b>Total income</b>		<b>2,764,889</b>	<b>600,656</b>	<b>3,365,545</b>	<b>3,198,812</b>
<b>Expenditure on:</b>					
Raising funds	4	-	31,583	31,583	27,722
Charitable activities	5	2,719,915	522,971	3,242,886	2,785,978
<b>Total expenditure</b>		<b>2,719,915</b>	<b>554,554</b>	<b>3,274,469</b>	<b>2,813,700</b>
<b>Net movement in funds</b>		<b>44,974</b>	<b>46,102</b>	<b>91,076</b>	<b>385,112</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		433,064	237,034	670,098	284,986
Net movement in funds		44,974	46,102	91,076	385,112
<b>Total funds carried forward</b>		<b>478,038</b>	<b>283,136</b>	<b>761,174</b>	<b>670,098</b>

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

The notes on pages 27 to 44 form part of these financial statements.

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

**BALANCE SHEET**  
**AS AT 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Intangible assets	9	7,816	10,422
Tangible assets	10	9,111	13,532
		<u>16,927</u>	<u>23,954</u>
<b>Current assets</b>			
Debtors	11	677,890	673,726
Cash at bank and in hand		1,848,682	1,579,122
		<u>2,526,572</u>	<u>2,252,848</u>
Creditors: amounts falling due within one year	13	<u>(1,782,325)</u>	<u>(1,606,704)</u>
<b>Net current assets</b>		<u>744,247</u>	<u>646,144</u>
<b>Total net assets</b>		<u><u>761,174</u></u>	<u><u>670,098</u></u>
<b>Charity funds</b>			
Restricted funds	15	478,038	433,064
Unrestricted funds	15	283,136	237,034
<b>Total funds</b>		<u><u>761,174</u></u>	<u><u>670,098</u></u>

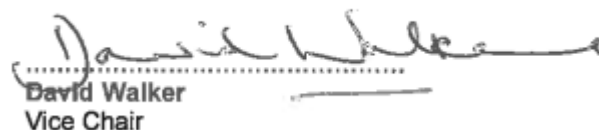
The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



**David Walker**  
Vice Chair

Date: 22 March 2021

The notes on pages 27 to 44 form part of these financial statements.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>280,807</b>	<b>846,116</b>
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Purchase of intangible assets	-	<i>(515)</i>
Purchase of tangible fixed assets	<b>(11,247)</b>	<i>(1,196)</i>
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(11,247)</b>	<b>(1,711)</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	-	-
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>269,560</b>	<b>844,405</b>
Cash and cash equivalents at the beginning of the year	<b>1,579,122</b>	<i>734,717</i>
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>1,848,682</b>	<i>1,579,122</i>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 27 to 44 form part of these financial statements

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**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 St Clements House, 2-6 Colegate, Norwich, Norfolk, NR3 1BQ.

**1.3 Going concern**

The trustees have considered the charity's position at the time of signing the financial statements, and in particular the current issues caused by Covid-19 and its impact on the charity, economy and society.

The charity's normal activities have been affected by the Covid-19 pandemic however modified methods of service delivery have been utilised where practicable and have proved effective. No funders have ceased funding any programs.

The charity has worked in partnership with Norfolk County Council to support the Covid-19 response in particular making available the volunteer portal to gather volunteers to assist with a number of community support initiatives. Over 4,000 volunteers have been recruited. Grants of £60,000 from Norfolk County Council and £72,602 from The National Lottery Community Fund were secured by way of Covid-19 specific funding.

The Trustees have considered a period of 12 months from the date of approval of these financial statements and, based the level of funds within the charity, the ongoing support of funders, the charity's role in the Covid-19 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.

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**VOLUNTARY NORFOLK**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

**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.

**1.5 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 cost 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.

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

Website	-	% 20% Straight line
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**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.

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**VOLUNTARY NORFOLK**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**1. Accounting policies (continued)**

**1.7 Tangible fixed assets and depreciation (continued)**

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%
Fixtures and fittings	- 25%
Office equipment	- 14.3% (7 years)
Computer equipment	- 16.6% - 33.3%
Database and search engine	- 33.3%

**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.

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**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**

	<b>Restricted funds 2020 £</b>	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Donations	2,195	478	<b>2,673</b>
Transfer from Momentum (Norfolk)	-	-	-
	<u>2,195</u>	<u>478</u>	<u><b>2,673</b></u>
	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Donations	-	1,807	1,807
Transfer from Momentum (Norfolk)	27,038	86,747	113,785
	<u>27,038</u>	<u>88,554</u>	<u>115,592</u>

On 1 June 2018 the entire assets, liabilities and Operations of Momentum (Norfolk) (Registered Charity 1161839) transferred to Voluntary Norfolk for £Nil consideration. The fair value of assets and liabilities received of £113,785 is recognised within income. From 1 June 2018 the operations have been carried out by Voluntary Norfolk.



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**3. Income from charitable activities**

	<b>Restricted funds 2020 £</b>	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Health	2,003,964	-	<b>2,003,964</b>
Communities	654,257	-	<b>654,257</b>
Employment	104,473	-	<b>104,473</b>
Finance and Resources	-	600,178	<b>600,178</b>
	<u>2,762,694</u>	<u>600,178</u>	<u><b>3,362,872</b></u>
	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Health	1,637,245	-	1,637,245
Communities	632,544	-	632,544
Employment	221,220	-	221,220
Finance and Resources	-	592,211	592,211
	<u>2,491,009</u>	<u>592,211</u>	<u>3,083,220</u>

**4. Expenditure on raising funds**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Governance costs	31,583	<b>31,583</b>
	<u>31,583</u>	<u><b>31,583</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**4. Expenditure on raising funds (continued)**

(continued)

	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Governance costs	27,722	27,722

**5. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Restricted funds 2020 £</b>	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Health	2,029,845	-	<b>2,029,845</b>
Communities	587,657	-	<b>587,657</b>
Employment	102,413	-	<b>102,413</b>
Finance and Resources	-	522,971	<b>522,971</b>
<b>Total 2020</b>	<b>2,719,915</b>	<b>522,971</b>	<b>3,242,886</b>

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Health	1,364,906	-	1,364,906
Communities	678,785	-	678,785
Employment	249,309	-	249,309
Finance and Resources	-	492,978	492,978
<i>Total 2019</i>	<i>2,293,000</i>	<i>492,978</i>	<i>2,785,978</i>

**VOLUNTARY NORFOLK**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
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**5. Analysis of expenditure on charitable activities (continued)**

**Summary by fund type (continued)**

**Summary by expenditure type**

	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total funds 2020 £
Health	780,646	-	1,249,199	<b>2,029,845</b>
Communities	410,870	-	176,787	<b>587,657</b>
Employment	92,997	-	9,416	<b>102,413</b>
Finance and Resources	372,208	18,273	132,490	<b>522,971</b>
<b>Total 2020</b>	<b>1,656,721</b>	<b>18,273</b>	<b>1,567,892</b>	<b>3,242,886</b>

	Staff costs 2019 £	Depreciation 2019 £	Other costs 2019 £	Total funds 2019 £
Health	546,626	-	818,280	1,364,906
Communities	448,484	-	230,301	678,785
Employment	175,285	-	74,024	249,309
Finance and Resources	344,240	15,866	132,872	492,978
<i>Total 2019</i>	<i>1,514,635</i>	<i>15,866</i>	<i>1,255,477</i>	<i>2,785,978</i>

**6. Auditors' remuneration**

	2020 £	2019 £
Fees payable to the company's auditor for the audit of the company's annual accounts	<b>8,300</b>	8,060
Fees payable to the company's auditor in respect of: All non-audit services not included above	<b>1,235</b>	1,290

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**7. Staff costs**

	<b>2020</b>	<i>2019</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>1,477,861</b>	<i>1,354,844</i>
Social security costs	<b>113,309</b>	<i>103,229</i>
Contribution to defined contribution pension schemes	<b>65,551</b>	<i>56,562</i>
	<b><u>1,656,721</u></b>	<i><u>1,514,635</u></i>

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

	<b>2020</b>	<i>2019</i>
	<b>No.</b>	<b>No.</b>
	<b><u>77</u></b>	<i><u>74</u></i>

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

	<b>2020</b>	<i>2019</i>
	<b>No.</b>	<b>No.</b>
In the band £70,001 - £80,000	-	<i>1</i>
In the band £80,001 - £90,000	<b>1</b>	-

In total employee benefits of the key management personnel of the charity were £200,784 (2019: £185,912) in respect of 15 people, of whom 11 are unpaid.

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 March 2020, expenses totalling £43 were reimbursed or paid directly to 1 Trustee (2019 - £51 to 1 Trustee).

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**9. Intangible assets**

	<b>Website £</b>
<b>Cost</b>	
At 1 April 2019	<b>13,028</b>
At 31 March 2020	<b>13,028</b>
<b>Amortisation</b>	
At 1 April 2019	<b>2,606</b>
Charge for the year	<b>2,606</b>
At 31 March 2020	<b>5,212</b>
<b>Net book value</b>	
At 31 March 2020	<b>7,816</b>
<i>At 31 March 2019</i>	<b>10,422</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2020**

**10. Tangible fixed assets**

	Long-term leasehold property £	Fixtures, fittings and office equipment £	Computer equipment £	Database & search engine £	Total £
<b>Cost or valuation</b>					
At 1 April 2019	78,509	47,701	52,207	10,000	188,417
Additions	-	4,249	6,998	-	11,247
Disposals	-	-	-	(10,000)	(10,000)
At 31 March 2020	<u>78,509</u>	<u>51,950</u>	<u>59,205</u>	<u>-</u>	<u>189,664</u>
<b>Depreciation</b>					
At 1 April 2019	66,001	46,677	52,207	10,000	174,885
Charge for the year	12,387	948	2,333	-	15,668
On disposals	-	-	-	(10,000)	(10,000)
At 31 March 2020	<u>78,388</u>	<u>47,625</u>	<u>54,540</u>	<u>-</u>	<u>180,553</u>
<b>Net book value</b>					
At 31 March 2020	<u>121</u>	<u>4,325</u>	<u>4,665</u>	<u>-</u>	<u>9,111</u>
At 31 March 2019	<u>12,508</u>	<u>1,024</u>	<u>-</u>	<u>-</u>	<u>13,532</u>

**11. Debtors**

	2020 £	2019 £
<b>Due within one year</b>		
Trade debtors	511,686	608,218
Prepayments and accrued income	166,204	65,508
	<u>677,890</u>	<u>673,726</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**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 recognised in other creditors as set out in note 13 below.

	<b>2020</b>
	<b>£</b>
Balance at 1 April 2019	<b>689,580</b>
Amounts acquired	<b>604,267</b>
Amounts repaid	<b>(689,580)</b>
	<hr/> <b>604,267</b> <hr/>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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

	<b>2020</b>	<i>2019</i>
	<b>£</b>	<b>£</b>
Trade creditors	<b>324,956</b>	<i>171,268</i>
Other taxation and social security	<b>152,860</b>	<i>71,935</i>
Other creditors	<b>762,173</b>	<i>919,728</i>
Accruals and deferred income	<b>542,336</b>	<i>443,773</i>
	<b>1,782,325</b>	<i>1,606,704</i>

**14. Accruals and deferred income**

	<b>2020</b>	<i>2019</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2019	<b>155,477</b>	<i>-</i>
Resources deferred during the year	<b>280,605</b>	<i>155,477</i>
Amounts released from previous periods	<b>(155,477)</b>	<i>-</i>
<b>Deferred income at 31 March 2020</b>	<b>280,605</b>	<i>155,477</i>



**VOLUNTARY NORFOLK**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2020**

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Property fund	5,000	-	-	5,000
<b>General funds</b>				
Finance and resources	232,034	600,656	(554,554)	278,136
<b>Total Unrestricted funds</b>	<b>237,034</b>	<b>600,656</b>	<b>(554,554)</b>	<b>283,136</b>
<b>Restricted funds</b>				
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
	<b>433,064</b>	<b>2,764,889</b>	<b>(2,719,915)</b>	<b>478,038</b>
<b>Total of funds</b>	<b>670,098</b>	<b>3,365,545</b>	<b>(3,274,469)</b>	<b>761,174</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**15. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2019 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Property Fund	-	-	-	5,000	5,000
<b>General funds</b>					
Finance and resources	76,969	680,765	(520,700)	(5,000)	232,034
<b>Total Unrestricted funds</b>	<u>76,969</u>	<u>680,765</u>	<u>(520,700)</u>	<u>-</u>	<u>237,034</u>
<b>Restricted funds</b>					
Communities	154,214	659,582	(678,863)	-	134,933
Employment	34,839	221,220	(249,309)	-	6,750
Health	18,964	1,637,245	(1,364,828)	-	291,381
	<u>208,017</u>	<u>2,518,047</u>	<u>(2,293,000)</u>	<u>-</u>	<u>433,064</u>
<b>Total of funds</b>	<u><u>284,986</u></u>	<u><u>3,198,812</u></u>	<u><u>(2,813,700)</u></u>	<u><u>-</u></u>	<u><u>670,098</u></u>

**VOLUNTARY NORFOLK**  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**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 £47,760 (2019: £Nil) relating to Freshly Greated, £56,184 (2019: £Nil) relating to Health & Social Care Assembly and £68,259 (2019: £50,297) 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 Stuff Hub of £4,183 (2019: £5,000) and Norfolk Community College of £4,626 (2019: £Nil).

**Health**

Health represents those restricted funds under management of the charity to deliver volunteer projects within hospitals and the wider community.

**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 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
	<u>670,098</u>	<u>3,365,545</u>	<u>(3,274,469)</u>	<u>761,174</u>

**Summary of funds - prior year**

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
Designated funds	-	-	-	5,000	5,000
General funds	76,969	680,765	(520,700)	(5,000)	232,034
Restricted funds	208,017	2,518,047	(2,293,000)	-	433,064
	<u>284,986</u>	<u>3,198,812</u>	<u>(2,813,700)</u>	<u>-</u>	<u>670,098</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**17. Analysis of net assets between funds**

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

	<b>Restricted funds 2020 £</b>	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	-	9,111	<b>9,111</b>
Intangible fixed assets	-	7,816	<b>7,816</b>
Current assets	478,038	2,048,534	<b>2,526,572</b>
Creditors due within one year	-	(1,782,325)	<b>(1,782,325)</b>
<b>Total</b>	<b>478,038</b>	<b>283,136</b>	<b>761,174</b>

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

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	-	13,532	13,532
Intangible fixed assets	-	10,422	10,422
Current assets	433,064	1,819,784	2,252,848
Creditors due within one year	-	(1,606,704)	(1,606,704)
<b>Total</b>	<b>433,064</b>	<b>237,034</b>	<b>670,098</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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

	<b>2020</b>	<i>2019</i>
	£	£
Net income for the period (as per Statement of Financial Activities)	<b>91,076</b>	385,112
<b>Adjustments for:</b>		
Depreciation charges	<b>15,668</b>	13,259
Amortisation charges	<b>2,606</b>	2,606
Increase in debtors	<b>(4,164)</b>	(246,068)
Increase in creditors	<b>183,121</b>	435,326
Momentum (Norfolk) liabilities acquired (excluding cash)	-	255,881
<b>Net cash provided by operating activities</b>	<b>288,307</b>	846,116

**19. Analysis of cash and cash equivalents**

	<b>2020</b>	<i>2019</i>
	£	£
Cash in hand	<b>1,848,682</b>	1,579,122
<b>Total cash and cash equivalents</b>	<b>1,848,682</b>	1,579,122

**20. Analysis of changes in net debt**

	<b>At 1 April 2019</b>	<b>Cash flows</b>	<b>At 31 March 2020</b>
	£	£	£
Cash at bank and in hand	1,579,122	269,560	1,848,682
	<b>1,579,122</b>	<b>269,560</b>	<b>1,848,682</b>

**21. Pension commitments**

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable and amounted to £65,551 (2019: £56,562). At the year end £nil (2019: Nil) remained payable.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**22. Operating lease commitments**

At 31 March 2020 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than 1 year	75,000	50,000
Later than 1 year and not later than 5 years	114,375	126,667
	<u>189,375</u>	<u>176,667</u>

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

	2020 £	2019 £
Operating lease rentals	<u>62,699</u>	<u>50,000</u>

**23. Related party transactions**

Colin Bland, a former Trustee of Voluntary Norfolk, is Chair of the Board and a Director of St Martins Housing Trust. Prior to Colin's resignation, Voluntary Norfolk invoiced St Martins Housing Trust £2,972 for services in relation to DBS checks and other recruitment services (2019: £11,169) and St Martins Housing Trust invoiced Voluntary Norfolk £1,749 for services in relation to support services for the Better Together Norwich project (2019: £3,501).

David Steven Town, a Trustee of Voluntary Norfolk, is a Director of MTM Youth Services CIC. During the year ended 31 March 2020, Voluntary Norfolk invoiced MTM Youth Services CIC £336 for services in relation to DBS checks (2019: £56). MTM Youth Services CIC invoiced Voluntary Norfolk £70,000 in relation to young carer support services (2019: £Nil). A balance of £14,000 to MTM Youth Services was due at 31 March 2020 (2019: Nil).

A member of Robert Hetherington's family is a director of Serviced Lettings Group Limited which rented offices from Voluntary Norfolk. The total income received by the charity in the year was £8,993 (2019: £8,970). A balance of £Nil (2019: £748) was due from the charity to Serviced Lettings Group at 31 March 2020.

Richard William Packham, a Trustee of Voluntary Norfolk, appointed 25 September 2019, is a trustee of Centre 81 Limited. Since being appointed, to the year ended 31 March 2020, Voluntary Norfolk invoiced Centre 81 £379 for DBS checks. A balance of £89 was outstanding at the year end. Centre 81 invoiced Voluntary Norfolk £5,333 for transport services.