Clarity is the most important thing. I compare clarity to pruning in gardening. If you are not clear, nothing is going to happen. Then you have to be confident about your vision. And after that, you just have to put a lot of work in.

— Diane von Furstenberg
Though it sounds a cliché, it really has been both a pleasure and privilege to have chaired Norfolk Community Foundation for nearly five years.

A pleasure, to have worked with an exceptionally loyal, hardworking and experienced staff team led by Graham Tuttle, our tireless Chief Executive. Over the last five years this small team has enabled grants of over £16.5m to Norfolk charities, bringing the 11 year total since inception in 2005 to almost £22m, while the Endowment Fund has increased by £10m bringing the total endowment to over £18m. During 2016 the team has helped over 850 local charities to access funds totalling almost £3m.

It has been a pleasure to work with such a formidable team of trustees with such a breadth and depth of knowledge within Norfolk, from commerce to the law, from agriculture to industry, from media to PR, from health to leisure, and yet all with a social responsibility and individual knowledge of Norfolk’s charity sector.

Of course it has been a great pleasure to meet donors, again from all walks of life, and charities in Norfolk, without whom none of this could have happened.

But the greatest privilege is to see the good we have done for small Norfolk charities throughout the whole county. As our founder, patron and great supporter, Graham James The Bishop of Norwich says, “Norfolk Community Foundation really is the large charity that reaches the smaller parts that other charities cannot reach”.

I finish by saying a huge thank you to Jarrolds for our office space – this charitable gift makes all the difference to our work.

I leave knowing the Norfolk Community Foundation is in the very safe hands of the staff team; the existing Trustees; and Henry Cator, who needs little introduction to Norfolk charity, as our new Chairman. It is onwards and upwards.

“It is rewarding to give, and essential to receive, and this is precisely the purpose of the Norfolk Community Foundation.”

— 3
Whilst we can be proud of delivering £3 million in grant funding on behalf of our donors in 2016, we know that demand will always outstrip our ability to fund the applications we receive annually.

Community Foundations across the UK continue to be looked to, not only as philanthropy advisors, but as leaders to help drive and influence positive social change in their areas. This is a role we take very seriously, as it is only by understanding need in Norfolk that we can advise our donors and potential donors about what the issues are and how best to engage in addressing them. This role can be highlighted in two key pieces of work undertaken by Norfolk Community Foundation in 2016.

At our Love Norfolk 6 event in April 2016 we launched our Mental Health & Wellbeing Match Funding Challenge. Recognising that mental health issues are not gender or age specific, and can affect people from all walks of life, our challenge was to raise £500,000 of new funding to directly support the myriad of charities and voluntary groups that provide such valuable services supporting individuals and communities. I am pleased to say that we exceeded our target, and 2017 will see us continuing our efforts in this area alongside the need to support carers and care provision in Norfolk.

2016 also saw the launch of our first Vital Signs report – research that provides an accessible guide to help identify key trends and emerging social issues across Norfolk. Crucially it helps to inform our grant making and also helps us to advise our donors and public sector partners about key areas of need and how, by working together, we can be more strategic about addressing these issues head on.

In 2017, our focus will be to encourage donors to play a part in the social change that is needed, and provide valuable financial support that will ensure charities and community groups continue and thrive – whether through setting up a fund, or making a donation of any size through the range of other options we can offer to help your funding make a difference.

Please contact us and get involved in the vital work that the voluntary and community sector achieves for Norfolk.
Our newest collective giving group wins Judge’s Special Award at National Beacon Awards.

The Beacon Awards aim to highlight inspirational ideas and approaches to philanthropy that can help others in the sector to successfully engage donors. This year the Awards focused on innovation in philanthropy, and recognised exceptional philanthropists and the work they are doing to inspire others to get involved in charitable giving, and to support disadvantaged communities in the UK and overseas. Norfolk Future Fund was nominated alongside a range of regional and national charities, plus stellar names from the worlds of sport and fashion.

The Norfolk Future Fund received a Judge’s Special Award for its achievements in engaging a younger generation of donors to encourage charitable giving. Since it was established, members and supporters have raised around £80,000 which has been awarded to charities through its interactive and fun ‘Dragon’s Den’ charity events where members and guests are allocated a share from the Fund to choose which projects to support from a range of local causes. Members can also offer hands-on support by volunteering their time and skills. There are currently 45 Norfolk Future Fund members.

Join together to make a difference, join the Norfolk Future Fund

Norfolk Future Fund was launched in 2014 to run alongside our existing ways of giving, to offer an opportunity for younger people with an interest in philanthropy to engage with local giving. We’re building a sustainable local grant fund, created by a collective of caring individuals who want to make a real difference to Norfolk communities and have a role in choosing where grants are awarded.

Norfolk Future Fund members donate £25 per month, £75 per quarter or make an annual contribution of £300 to build the fund. You can also donate through fundraising activities.

To join, visit www.norfolkfoundation.com or contact us on 01603 623958 to find out more.
Professional Advisors
Helping you to support your clients with effective charitable giving

There is growing interest in tax efficient and effective charitable giving and the options available. Good advice in this area is vital, and a professional advisor is often a first point of contact for guidance.

In response, Norfolk Community Foundation has produced its 'Information for Professional Advisors' guide to support you when advising your clients on matters relating to their charitable giving.

Whether you are a lawyer, accountant, financial planner, investment advisor or have a specific interest in the technical aspects of planned giving, by combining your expertise with our experience in advising on philanthropy, together we can find the most appropriate solution for your client, ensuring that they fully understand the various options open to them.

We provide a range of options for private clients who are interested in:

- Leaving a legacy or gift in their will
- Setting up a personal fund
- Transferring the burden of running a charitable trust
- Setting up an ‘in memory’ fund

For more information about how we can work together to provide effective solutions for your clients contact us on 01603 623958.

Case study:

Silk Purse Fund
“...in her will, a lady left part of her estate to unspecified charities. The amount was substantial and the executors (her solicitor and accountant) wanted to transfer the funds into a charitable environment quickly so that the charity exemption was available for Inheritance Tax. It also meant that hasty decisions were not made as to which charities should benefit. A fund was formed with Norfolk Community Foundation and was able to benefit from a Government match funding programme available at that time. This has been operating very well for a few years now as an endowment, with grants to various charities on a needs basis. The administration is all done by NCF, and very efficiently too.”

– Trustee of the Silk Purse Fund
Supporting Charitable Trusts

Many charitable trusts across the UK have become dormant or ineffective for a variety of reasons, often beyond the control of the trustees.

Common issues are:

• Trusts struggle to make effective grants
• Administrative duties have become too much of a burden
• There is difficulty in recruiting new trustees
• The original purposes have been fulfilled, become outdated or no longer relevant to current needs and beneficiaries are difficult to identify
• The existing fund is too small to make a significant impact as it generates little income.

Over £2.2 million of Trust assets have been transferred to NCF, which are then professionally managed in line with each Trust’s original objectives.

Trustees can stay fully involved in the allocation of funds if they wish, while handing over the administrative and legal responsibilities to the Community Foundation.

If you would like to know more about how we can support you with a charitable trust transfer, please contact us on 01603 623958.

Case study:

Norfolk Millennium Trust for Carers provides practical assistance and opportunities for respite for Norfolk’s unpaid carers of all ages.

Born out of the We Care Appeal launched in 1998, the Trust received a tremendous amount of local support led by the Eastern Daily Press, and helped to highlight the daily challenges faced by carers and their loved ones. The Trust offers small grants to buy practical items like washing machines and laptops, as well as short breaks and leisure activities to relieve the pressures of caring. It is also the only provider of power packs for wheelchairs in the county for those carers who cannot afford to self-fund. To date, the Trust has been able to support around 200 carers per year.

In 2016 the trustees agreed to transfer the Norfolk Millennium Trust for Carers to Norfolk Community Foundation, to secure its future and sustain its benefit in the long term.

“Norfolk Community Foundation is delighted to have been asked to undertake the administration and future delivery of the Trust which provides essential support for the often unsung heroes who care for people in our community. We look forward to continuing and building upon the good work that those involved with the Trust have done over the last 19 years.”
In 2016 Norfolk Community Foundation joined others across the community foundation network by taking part in Vital Signs - an annual report designed to measure social trends and the vitality of our communities to build a picture of life and social need in the county.

Combining statistical research with community consultation, Vital Signs brings together data, comments and perspectives from local people to provide a more accessible, well rounded picture of what life is like in Norfolk, focusing on a number of core themes which include employment and skills, rural living, health and wellbeing and fairness.

An evidence based approach to philanthropy

Whilst the report will also highlight the county’s strengths, the research will help us to understand the scale and nature of inequality that affects some of our most vulnerable residents. This evidence will help us advise and guide donors to help them understand where their funding can make the most difference.

Vital Signs helped us to identify a key focus on Mental Health & Wellbeing in 2016, which engaged a wide range of donors in the creation of a dedicated Fund to support grassroots projects tackling these issues. Launched in April 2016 with the support of Rt Hon Norman Lamb, MP, the fund has to date helped a spectrum of essential community based services to continue and develop their work.

Taking positive action

In 2017, we will build on this with a particular focus on Communities that Care. This aims to highlight the value of volunteer and family carers, and community based support groups that help Norfolk people facing a range of challenges enjoy a quality of life.

If you would like to find out more about the Communities that Care campaign in advance of the Vital Signs report launch in October 2017, please contact Graham Tuttle on 01603 623958.

If you would like to be involved in Vital Signs or wish to find out more about our research, please contact Jenny Bevan, Grants Manager, on 01603 623958.

Rt Hon Norman Lamb MP speaking at the launch of the Mental Health & Wellbeing Fund in April 2016
Our Grants

2016 saw Norfolk Community Foundation distribute just under £3m in grants to 854 different charitable organisations and 248 individuals. Grants were made from 127 different funds.

All Norfolk Community Foundation funds aim to address disadvantage and social need in the county and improve quality of life, particularly for the most marginalised and vulnerable residents – the charts (right) show a summary of who benefitted from our funds in 2016. The continued generosity and commitment of Norfolk donors has seen grantmaking reach almost £3million in the last year, primarily offering small grants to volunteer-run charitable groups that help to make communities thrive.

In 2016 Norfolk Community Foundation joined other members of the UK-wide Foundation network to produce its own Vital Signs research report, highlighting the particular challenges and advantages that life in the county can present. The following pages show examples of how our grantmaking over the last year has addressed some of these needs under the Vital Signs key themes.

% of grants by primary area of benefit

% of grants awarded by primary beneficiary
Norfolk scores poorly for skills and qualifications, especially for young people who can face real challenges in meeting their aspirations in the county. While employment is generally high, this is not consistent across the county, with levels of unemployment correlating with levels of deprivation. Being able to access opportunities in the community can make all the difference to those facing particular challenges in meeting their goals.

A grant from the Norfolk Women’s Fund helped New Routes to continue its pilot project ‘Bright WINGS’ (Bright Women In Norwich Getting Somewhere), which aimed to improve the aspirations and employment prospects of eight recently settled, refugee women in Norwich. In many cases, these women had fulfilling, highly responsible jobs before being forced to flee their countries of origin, and have since found themselves under employed or out of work. The pilot offers help with CVs, job search and workplace language skills, and provides mentor-supported work placements.

A grant from the New Anglia LEP Community Challenge enabled Purfleet Trust to support its homeless and vulnerable clients in West Norfolk to prepare for and access employment. A Training and Employment Coach provided a package of support including life and social skills, confidence building and employability training. In 2016 the project supported 61 people to become work ready and 19 into employment, and has been awarded a further year of funding to continue this work.

Norwich charity Stepping Stones supports young people with learning difficulties aged 18+, to assist their transition from school and into independent living. The Resolute Community Fund awarded a grant to support the Life Skills Programme, which provides access to further education or employment opportunities, and provides the basic skills to enable students to develop social skills and manage their lives. This includes experience of living independently and managing their own home.

“One supported participant has had two interviews for positions within the education sector and another has had a PhD proposal in Pharmacy accepted at multiple universities. Another participant has now completed dance-fitness training to qualify as a dance instructor. She is now being mentored by a freelance dance teacher in starting her own business.”

– New Routes
“An integral and essential part of the learning opportunities provided by Stepping Stones lies with the Green Fingers Project. This gives students an understanding of nutrition, healthy eating and practical cooking skills; an appreciation of nature and the environment and opportunities to interact with the wider community who have allotments adjacent.”

1,380 disadvantaged adults in Norfolk will benefit from targeted employment support

180 young people will be supported to achieve their aspirations in education, training and employment

6,950 people took part in activities that helped them to learn a new skill
The general perception of Norfolk as a great place to live can mask pockets of extreme inequality which place the county amongst the worst in the country. Due to a range of factors such as rural isolation, limited public transport, low income, illness or disability, many people in Norfolk struggle to access the support they need.

A grant from the Dulverton Trust Fund enabled Cromer & District Foodbank to pilot a new scheme to assist people in crisis with their fuel costs alongside food aid in the winter months. People on low incomes tend to rely on pre-paid electricity meters as a means of heating and cooking, which can be the most costly way of paying fuel bills. The pilot offered a £15 top up to fuel cards or key cards. Over the four month pilot 80 adults and 37 children received support with fuel costs.

The East Anglian Anchorage Trust was formed to address the housing and related needs of young people aged 18-30 in the Great Yarmouth area. Its model is to work with private sector landlords to encourage them to let their properties to young people vetted by the charity, who continue to receive support towards the goal of managing their tenancy independently. A grant from the Comic Relief Local Communities Programme helped the Trust to deliver tenancy skills training to vulnerable young people who are homeless or at risk of homelessness, or vulnerably housed.

Norfolk Community Law Service is a registered charity dedicated to providing access to justice and equality in Norfolk. All services are free, independent and confidential. A grant from the Resolute Community Fund supported ongoing work to benefit vulnerable and disadvantaged families who can no longer access legal support to pursue their cases through the Family Court. The charity reports that Family Courts have been amongst the hardest hit following the withdrawal of legal aid, and this service has provided advice and support to over 150 clients to date.

“The project has had a great effect on people’s health and wellbeing. At times people have to make a choice between eating or having the heating on and this funding has made a real difference.”

“...People will benefit from projects that aim to increase access to services...”

“...Norfolk Community Law Service...”

“...people benefitted from winter wellbeing grants...”

“...people benefitted from projects aiming to address poverty and disadvantage...”

“...Norfolk Community Law Service...”

“...people benefitted from projects that aim to increase access to services...”

“...The project is vital to all those in the Family Justice System to ensure that parties who are unable to afford representation are supported during the court process...”

Norfolk Community Law Service
Communities are stronger when people feel safe, and are actively engaged in local issues and projects. Volunteers play a vital role in helping communities thrive, and understanding local needs.

The Daisy Programme was set up to provide domestic abuse support in the Breckland area, where such services are acutely lacking. Within its first 12 months, the charity received 51 referrals from Police, other agencies and general public. Support is provided by trained volunteer counsellors, and through delivery of the nationally recognised Freedom programme to empower women to move on positively. A grant from the PACT Trust Fund supported this work.

The Benjamin Foundation received support from Victory Housing Trust Community Fund to develop Ben’s Workforce, a voluntary service for people in North Norfolk aged over 65 who need help with small maintenance and repair jobs around the home. The project aims to help older people to retain their independence by living safely at home for longer, and offer volunteers the opportunity to gain new skills and work experience.

In 2016 GYROS (Great Yarmouth Refugee Outreach & Support) received second year funding from a three year grant awarded by the Office of the Police & Crime Commissioner for Norfolk’s Substance Misuse and Alcohol Fund to provide support and information on drug and alcohol abuse to migrant communities in Great Yarmouth. Due to cultural and language barriers, take up of support and health services can be very low and the project aims to help and encourage clients in need to access mainstream services.

“GYROS have extensive experience of working with BME clients and know and understand the challenges people face when language is a barrier to accessing support.”

Safer & Stronger Communities

OVER

45,000

volunteers will support funded community projects

700

young people will take part in Youth Social Action projects

7,000

people will benefit from projects to improve community cohesion and reduce discrimination
Health & Wellbeing

Health and wellbeing underpins a wide spectrum of the community projects that our grants help to enable.

2016’s Vital Signs report highlighted the urgent need for increased support for mental wellbeing in Norfolk. In response, a collective of Norfolk donors joined us in launching the Mental Health & Wellbeing Fund to target support to the voluntary sector organisations that aim to alleviate a range of mental health and wellbeing issues in the community.

To date the Mental Health & Wellbeing Fund has awarded over 100 grants to a range of charities and other community organisations in Norfolk totalling over £400,000. Funded projects include befriending services, day care and lunch clubs for older and vulnerable people, and respite for carers.

Sunbeams Play is a Great Yarmouth charity set up to address the issues faced by children and young people on the autistic spectrum, and their families and carers. These children often have communication difficulties and other challenges, and Sunbeams offers each child a personalised plan to guide their progress. Around 80 children are currently registered. A grant from the Norfolk Future Fund helped the charity to equip a new sensory room.

A grant from the Healthy Norwich Health & Wellbeing Innovation Grants helped Outsiders Community Consultants CIC to pilot a new project to train Norwich barbers to identify customers affected by mental ill health, and to offer support. The project particularly aimed to target men, who are recognised as less likely to talk about their feelings, or seek outside help.
“A lot of us have been in the trade a long, long time and are in a lucky position that a lot of our clients are friends who might sometimes divulge to us things that they might not to friends or family.”

Outsiders Community Consultants

North Walsham Dementia Support Group runs a dementia cafe at the town’s Salvation Army Furze Hill Resource Centre on Tuesdays and Thursdays. There are over 40 registered members, supported by 30 volunteers. The group helps people with dementia to engage with others in a safe and understanding environment, and to undertake activities and share experiences that they may not be able to do at home. Funding from the Victory Housing Community Fund helped the group to continue.

“It’s not about coming here to talk about dementia, it’s about coming to have some fun and to share.”
“I don’t know any other families in our village, so it is very important to me that projects like this are available to take part in.”

Rural Living

While Norfolk is celebrated for its countryside and coastline, rural living can lead to a lack of opportunity, isolation and a higher cost of living. With many communities affected by the closure of local amenities such as post offices, pubs, shops and banks, access to local facilities and services is vital.

After studies in 2010 showed that the existing village hall would be lost to the sea within 20 years, Trimingham Village Hall Trust developed plans to provide a new purpose built community centre for the North Norfolk village. The community has raised almost £500,000 from the Big Lottery to undertake the build, and the Sheringham Shoal Community Fund has awarded a grant to install ground source heating to provide sustainable warmth. The build will get underway in 2017.

West Norfolk Community Transport provides a range of accessible door to door transport services across West Norfolk, Breckland and parts of North Norfolk for people with mobility problems including the elderly, frail and disabled, and people who cannot access public transport. The Stay Well This Winter Fund enabled the charity to pilot a transport service for older people in the outlying villages who are most at risk of being isolated to attend a weekly lunch club during the winter months.

The Norwich Diocesan Playvan provides a two hour playgroup aimed at pre-school aged children and their parents/carers in a range of rural North Norfolk communities once a week, taking place at the village hall or local school. The project aims to reach isolated parents, giving them and their children the opportunity to socialise and develop which can be limited where numbers of young families are low. Attendees are encouraged to formalise their own group to enable the Playvan to move on to a new area. A grant from the Cedar Trust Mental Health & Wellbeing Fund helped to continue this work.
people will benefit from improved community facilities

24,000

people will benefit from projects that aim to reduce isolation

7,700

“The project is central to providing a community venue that can serve the needs of all ages in the village and surrounding area.”

Trimingham Village Hall Trust
### Summary Financial Information

#### General (Unrestricted) Fund for core costs

<table>
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<tr>
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<th>12 mths to Dec</th>
<th>12 mths to Dec</th>
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<td>Grants, donations &amp; contributions to core costs</td>
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<td>Other income</td>
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<td><strong>Total Income</strong></td>
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<td><strong>Expenditure</strong></td>
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<td>Salary &amp; pension costs</td>
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<td>287</td>
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<td>Office expenses</td>
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<td>26</td>
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<td>Advertising &amp; marketing</td>
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<td>Other expenses</td>
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<td><strong>Total expenses</strong></td>
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<td>386</td>
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<td><strong>Surplus / (deficit) for year</strong></td>
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<td>8</td>
<td>203</td>
<td>261</td>
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<td><strong>Funds held at end of year</strong></td>
<td>877</td>
<td>831</td>
<td>823</td>
<td>620</td>
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#### Endowment Funds

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<tr>
<td><strong>Grants and donations received</strong></td>
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<td>1,298</td>
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<td>1,756</td>
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<td><strong>Gain/(loss) on revaluation of investments</strong></td>
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<td>386</td>
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<td><strong>Transfer of contributions to core costs</strong></td>
<td>(25)</td>
<td>(39)</td>
<td>(133)</td>
<td>(78)</td>
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<td><strong>Transfer to Grant funds</strong></td>
<td>(302)</td>
<td>(305)</td>
<td>(67)</td>
<td>(72)</td>
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<td><strong>Other transfers</strong></td>
<td>49</td>
<td>150</td>
<td>47</td>
<td></td>
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<td><strong>New endowment money</strong></td>
<td>2,814</td>
<td>1,060</td>
<td>6,295</td>
<td>2,039</td>
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#### Funds held at end of year

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<tr>
<td><strong>Total Funds</strong></td>
<td>21,854</td>
<td>18,445</td>
<td>16,725</td>
<td>11,116</td>
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#### Summary of funds at 31st December

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<tr>
<td>General Fund (core costs)</td>
<td>877</td>
<td>831</td>
<td>823</td>
<td>620</td>
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<tr>
<td>Grants (Restricted) Funds</td>
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<tr>
<td><strong>Total Funds</strong></td>
<td>21,854</td>
<td>18,445</td>
<td>16,725</td>
<td>11,116</td>
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#### Represented by

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<th>Debtor</th>
<th>Cash</th>
<th>Current liabilities</th>
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<td>17,454</td>
<td>15,826</td>
<td>10,327</td>
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<td>342</td>
<td>200</td>
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<tr>
<td><strong>Total</strong></td>
<td>21,854</td>
<td>18,445</td>
<td>16,725</td>
<td>11,116</td>
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These summarised accounts have been extracted from the audited annual accounts on which the auditor’s opinion was unqualified. The full report and accounts were approved by the Trustees on 19 June 2017 and have been submitted to the Charity Commission and Registrar of Companies. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information please refer to the full accounts and the auditors’ report. A copy can be obtained from the Foundation’s registered office.
Our People

Chair and Trustees
Charles Barratt DL – Chairman  
(stepped down June 2017) 
Henry Cator OBE, DL – Chairman  
(appointed June 2017) 
Jackie Higham – Vice Chair 
Martin Webster – Company Secretary 
Bolton Agnew 
Virginia Edgecombe 
Frank Eliel 
Peter Franzen OBE 
Michael Gurney 
Iain Mawson 
Caroline Money 
Jo Pearson 
Mary Rudd 
Tim Seeley 
Lady Kay Fisher 
Nick Pratt

Patrons
Rt Rev Graham James, Lord Bishop of Norwich 
Richard Jewson, HM Lord Lieutenant of Norfolk

Staff
Graham Tuttle – Chief Executive 
Claire Cullens – Director of Development 
Olive Thompson – Finance Manager 
Joanne Dale – Finance Officer 
Jenny Bevan – Grants Manager 
Jo Maddocks – Grants Officer 
Clive Rayner – Grants Officer 
Stefanie Pearson – Grants Officer 
Helen Tuttle – Grants Administrator and Events Executive 
Clare Lillywhite – Office Administrator 
Ellie Cleary – Grants Assistant

Thank you to our supporters
Norfolk Community Foundation would like to thank those who provide valuable support to the work that we do. From volunteering, in-kind support, contributions towards administration costs, sponsorship of publications and events to providing a venue, meeting room or resources, we are extremely grateful for the support we receive. The generosity of our supporters has contributed to the success of the Foundation, helping to make a difference to local people’s lives and creating more cohesive and thriving communities as a result.

A special thank you to CCLA for kindly sponsoring our 2016 Annual Review and for their ongoing support.
Since the company’s arrival in Norwich in 1823, it has been closely involved in supporting the local community. As part of our current Jarrold in the Community activity, we are delighted to provide office space to the Norfolk Community Foundation, without charge, to support its ongoing growth and developing impact on the communities in Norfolk.