CARING TOGETHER CHARITY

England & Wales · Charity number 1091522

Details

Other names	WEST ANGLIA CROSSROADS CARING FOR CARERS, CARING TOGETHER, CROSSROADS CARE CAMBRIDGESHIRE, WEST ANGLIA CROSSROADS
Status	Registered
Legal form	Charitable company
Company number	04379948
Registered	2002-04-04
Register	View on the Charity Commission register

Contact

Address	Caring Together LDH House Parsons Green St. Ives Cambridgeshire PE27 4AA
Phone	01480499090
Email	Accounts@caringtogether.org
Website	www.caringtogether.org

Activities

Objects: THE COMPANY'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:- (A) THE RELIEF OF THOSE IN NEED BY REASONS OF AGE, ILL HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE THROUGH THE PROVISION OF COMPREHENSIVE SUPPORT SERVICES FOR CARERS AND PEOPLE WITH CARE NEEDS , PRINCIPALLY THROUGHOUT CAMBRIDGESHIRE, PETERBOROUGH AND NORFOLK AND SURROUNDING COUNTIES; AND (B) THE ASSISTANCE OF CARERS IN NEED INCLUDING BY RAISING AWARENESS OF ISSUES AFFECTING CARERS

Activities: Under the names Carers Trust Cambridgeshire, Peterborough and Norfolk we provide information, emotional and practical support, training and breaks from caring for adult, young adult and young carers. We promote independence, support in emergencies and provide CQC regulated care for adults and children with special or complex needs. Personalised support is through clubs, groups or in family homes.

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Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** EAST OF ENGLAND, PRINCIPALLY THROUGHOUT CAMBRIDGESHIRE, PETERBOROUGH AND NORFOLK AND SURROUNDING COUNTIES.
- Bedford
- Cambridgeshire
- Central Bedfordshire
- Essex
- Hertfordshire
- Lincolnshire
- Norfolk
- Peterborough City
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,191,900	£3,984,200	£979,000	119
2024-03-31	£3,944,200	£3,955,400	£771,300	123
2023-03-31	£3,970,700	£4,129,700	£782,500	130
2022-03-31	£4,445,700	£4,348,600	£941,500	142
2021-03-31	£3,989,900	£3,975,900	£844,400	149

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Trustees

Name	Role	Appointed
Andrew Glover		2026-04-01
Anita Pisani		2024-09-16
Donna Marie Talbot		2021-06-02
Katherine Hepton		2024-09-16
Mark Blake		2025-01-22
Steven Scott		2025-01-22
Stuart Mclellan Evans		2017-08-06

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CARING TOGETHER CHARITY

England & Wales - Charity number 1091522

Accounts

Caring Together Charity

No unpaid carer in crisis

Annual report and accounts 2024/25

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

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No unpaid carer in crisis

This year unpaid carers have continued to face multiple challenges that have led to many reaching crisis point. Changes to the Winter Fuel Payments, increased energy costs, and the Carer's Allowance overpayment scandal have all added to the already complex life of an unpaid carer. Many carers have told us that they are struggling to keep the person they care for safe and comfortable, some talk about juggling work and claiming Carer's Allowance which penalises them if they so much as work an hour more a week than they are entitled to.

It is in this climate where carers struggle to make ends meet, feel unsupported and taken for granted, and struggle to get the help they need for the person they care for, let alone themselves, that we seek to make a practical difference. Our vision is a world in which no unpaid carers is in crisis, isolated or struggling alone. We continue to strive to make this ambition a reality.

During the year we were awarded the adult carers contract by Cambridgeshire County Council which means many of our key services remain available for carers across the county. In addition we have also been funded by them to support the transition of young carers to adult carers, been able to provide specialist advice for carers experiencing domestic abuse and sexual violence and offer carer breaks which are so desperately needed.

We continue to work in partnership with other charities to deliver hospital discharge support to the hospitals across Cambridgeshire and Peterborough and also with Bridges Outcomes Partnership, as part of the Carers Matter Norfolk service to deliver support to adult carers across Norfolk.

Sadly, this year we lost a member of our close-knit team, Kerry Giles-Brown, who passed away from cancer. In discussion with Kerry and her family before she died, we set up the Kerry Care awards in her memory. These will be an ongoing way for us to recognise our team of Care Professionals and thank individuals who have provided exceptional care to people with health needs and their families. This year the award was won by Belinda Sabine who has provided homecare across the Huntingdonshire area for 16 years.

We have seen a number of changes to our Board of Trustees this year. We welcomed new trustees, Mark Blake, Kate Hepton, Anita Pisani (the new Chair of our Quality and Service Delivery subcommittee) and Steve Scott who will become our new Honorary Treasurer and Chair of our Finance and Audit subcommittee from August 2025, when our current Treasurer, Alison Griffiths leaves us. Alison steps down having served nine years with the charity. Christina Wells also left the Board in December 2024 after nine years' service.

We will also say goodbye to David Hipple in early 2026 as he comes to the end of his service again of nine years. We are grateful for the very significant support of all our Trustees who voluntarily give of their time and expertise to enable us to support carers across our region.

We have been honoured to receive two awards this year. The Marathon Award by Bridges Outcomes Partnership which recognised the long-term efforts of the team in ensuring carers are helped within a few days of being referred and provided with excellent service and support. We were also awarded the prestigious Excellence for Carers Award by Carers Trust. Carers Trust highlighted several strengths and commended us on being "a really well-run, person-centred organisation", concluding that "the staff team are skilled and passionate and go above and beyond to ensure that carers are supported in the very best way possible."

The year has not been without its challenges to our charity. The announcement of changes to National Insurance in the autumn 2024 budget will result in very significant increased costs to us from April 2025. The funding environment has proved very challenging and we are extremely grateful to the community groups, clubs, trusts, companies and individuals who have helped us maintain our services and continue to support carers.

We know that going forward our traditional sources of income are unlikely to increase significantly enough for us to be able to satisfy the ever-increasing demands on our services. We have therefore been considering how we can grow our reserves to invest in new sources of income as well as maintain our planned investment in fundraising. Due to a successful year financially we are able to increase our unrestricted reserves to a position where we can consider exciting initiatives in the coming year.

Once again we are indebted to our employees and volunteers who continue to go above and beyond what we ask of them. We are truly grateful for everything you do to support unpaid carers.

Stuart Evans
Chair of Trustees

Miriam Martin
Chief Executive

About Caring Together Charity

Caring Together Charity works across Cambridgeshire, Peterborough and Norfolk supporting unpaid carers. Unpaid carers are people looking after a family member or friend with a disability or long-term illness such as dementia, Parkinson's disease, cancer, schizophrenia, multiple sclerosis (MS) or autism. Some carers support someone who is elderly, frail and unable to manage without support.

An unpaid carer can be any age. The youngest carer we support is four-years-old, the oldest is over 100! You don't have to live with the person you look after, or care for a certain amount of hours a week, to be an unpaid carer or use our services.

Our services include:

- An advice line which can be accessed by phone or email
- Breaks for carers
- Emergency planning help
- Regular support groups (hubs)
- Befriending support
- Counselling
- Advice and information sessions (online and in person)
- A free magazine and email newsletter
- Specialist support for children and young people who are carers.

Our teams' passion for supporting carers

Our brilliant, dedicated team of employees and volunteers have continued to deliver a service to unpaid carers that goes above and beyond expectations. Our incredible Volunteers have contributed over 1,900 hours of their time across the charity. This year we have focused on improving and streamlining our volunteer recruitment and onboarding process to make this simpler and easier, increasing the numbers of volunteers working across the charity.

For our employees, we have continued in our commitment to pay the Real Living Wage, despite the challenging economic environment. This year we also achieved the Compassionate Employers award demonstrating our kind and compassionate approach to supporting our people experiencing difficult life events. We have been able to offer wider development opportunities across the charity by offering apprenticeship opportunities.

A recent employee and volunteer survey found that 94% of respondents are proud to work for Caring Together Charity, with 76% strongly agreeing.

We are a proud Compassionate Employers Compassionate Employer BRONZE

Supporting carers by phone

We answered almost **29,000** calls from unpaid carers in need of support and guidance

"After a telephone call this week with a member of your staff, I actually feel like a weight has already been lifted. She is working on my behalf to find out relevant information that will help me manage things moving forward. She was understanding and kind and listened to my needs... Just the sheer validation and understanding she gave me means the world."

"Carers Matter Norfolk provided me with much needed support & understanding after I was suddenly plunged unwittingly into the role of carer when my mother suffered a severe medical episode. Six months of constant stress and anxiety, with seemingly no end in sight, was alleviated by the support, advice and, most importantly action that they took. I will be forever grateful."

Helping carers face-to-face

We provided almost **80** support group (hub) sessions helping hundreds of carers

"Attending the monthly group helped me feel less alone. I realised the importance of me having a break from caring."

Young carers

We provided over 3,800 hours of support to over 400 young carers. That's equivalent to 158 days of help, advice, and time to simply be children and have fun!

"I love coming to young carers. We don't get to go out much in the holidays because of my brother so coming here is really fun!"

Providing breaks for carers

We provided over 5,000 hours of breaks for carers

"I am very happy with the support I received to allow me some respite from my caring role and enabling me to have a good night's sleep."

Counselling for carers

Over **100** carers received our counselling support

"Sometimes being a carer is very isolating, and it was really good to talk with someone outside of the family. I wouldn't hesitate to recommend this service to another carer. This support came along when I was at my lowest so I'm so grateful. I've applied what I've learnt to other areas of my life already."

"The Caring Together counselling service is a life-saver and I am so thankful I found out about it, and I am extremely grateful for my counsellor's support."

Befriending in Norfolk

We provided almost **500** hours of befriending support to carers in Norfolk

"It has made a huge difference to be able to have a couple of hours free time to go out with my husband or friends for a complete break."

Help in emergencies

We stepped in and covered care for almost **100** people through our What If? Plan, when the unexpected happened to an unpaid carer

"I was felt reassured that my husband was being looked after regarding meals and medication whilst I had to go into hospital with a heart attack. The ambulance personnel rang Caring Together and organised a 'What If?' for me. Which was a relief for me."

Leaving hospital

We supported over **100** carers when they or their family member was discharged from hospital through the Voluntary Sector Alliance

"I was discharged from hospital and asked for support from Caring Together Charity to support my husband – as my son was away – it worked really well and he enjoyed their company."

Helping organisations to be carer friendly

We supported over **150** organisations to achieve the Carer Friendly Tick Award

"Since achieving our Carer Friendly Tick Award in health, we have realised how important it is that people in a caring situation need to identify themselves as carers... as once this role is identified then support can be found. Being Carer Champions, we are constantly learning about carers rights and what support is available in our area so we can offer information and signpost carers."

Ruth Glenn
Specialist Practitioner in Paediatric Psychology
Community Paediatrics Team
Cambridgeshire and Peterborough NHS Foundation Trust

Identifying carers

We trained almost **1,300** professionals in the importance of identifying carers and the support services we and others provide

"Thank you so much for your powerful presentation at our meeting. Our members were gripped by your passion and impressed by the achievements of the charity."

Spotlight on...

Specialist carer support

This year we employed a young adult carer specialist to support carers aged 18-25 and prevent them falling through the cracks between young carer and adult carer support.

To respond to the growing and very concerning problem of domestic abuse and sexual violence against carers and cared-for people, we have employed a specialist advisor who can support carers directly, but also help the wider team be better placed to provide much needed support.

Coming home from hospital

This year we have helped relieve pressure on carers and the NHS through supporting people to get home from hospital in a way that works for carers, as well as those they look after.

The Voluntary Sector Alliance is a partnership between Caring Together Charity, Care Network and Age UK Cambridgeshire and Peterborough. Together we partner with local hospitals to support people being discharged home.

Our support can include ensuring the home is safe, warm and clean, or there is food in the house. We can provide homecare for the period after someone returns home to ease pressure on the carer. We can check the family are receiving the benefits and other support they are entitled to.

This package of support aims to prevent people being readmitted to hospital and helps the unpaid carer adjust and get the extra ongoing support they may need. It also relieves pressure on hospital beds by getting people home to continue their recovery.

Money advice for young adult carers

Carer Money Matters is a new project launched this year and funded by Carers Trust and Cadent Gas. It operates across Norfolk, providing vital advice and support by helping carers navigate the often-complex financial challenges they face.

The aim of the project is to provide advice on how to reduce energy costs and increase home safety, access financial support carers are entitled to, help carers manage their money and reduce debt, provide tips on maximising household incomes, and ensure they are aware of their employment rights.

A big 'thank you'

We are very grateful to the many organisations and individuals that have supported our work through grants, donations and fundraising in 2024/25.

We were thrilled to be chosen by the two St Ives (Hunts) Golf Club Captains as their Charity of the Year in 2024. Thanks to their incredible efforts and the generosity of the members, they raised £12,875 to support our young carer services in Cambridgeshire. The much smaller March Golf Club also supported us in 2024 and raised a very generous £3,785.

We are very grateful for the ongoing support of the Norfolk Community Foundation and the Cambridgeshire Community Foundation this year. Support from the West Norfolk Lives Trust (managed by Norfolk Community Foundation) has enabled us to expand our Befriending Project in Norfolk and offer breaks and care cover to carers to support them in an emergency, or if they need hospital treatment.

The Garfield Weston Foundation gave a second unrestricted grant to the charity in 2024. Their generous £30,000 grant is enabling us to provide vital support services for carers.

Our young carer services are dependent on donations and fundraising to run. We are very grateful to the many Rotary Clubs, Lions Clubs, Masonic Lodges, and companies that have supported our work with children and young people this year. CKLG Accountants and Chartered Tax Advisers chose to support Caring Together as their Charity of the Year in 2024, and we are thankful for the generosity and enthusiastic support of their team.

In 2024 we launched a free Will-making offer for carers and supporters. We have been thrilled to see that not only have many carers used this, but that over an estimated £100,000 has been pledged to our charity as gifts in Wills. These future gifts will ensure that unpaid carers continue to be supported across our region for years to come.

Over 70 people now give regular monthly donations to our charity using Direct Debit. We are extremely grateful for these 'Carer Friends' for their kind generosity. One donor agreed to double donations to our Christmas Appeal in 2024, up to £5,000, which helped us break all past Christmas Appeal records, raising an incredible £12,500! We are aware that for many people there are financial pressures, so we appreciate every donation, whether large or small. Every gift helps us provide vital support to local unpaid carers.

We would like to thank the following organisations for supporting Caring Together Charity

Amazon

Anne French Memorial Trust

Aviva Access to Nature Fund

Big Norfolk Holiday Fund

Bosch Rexroth Ltd

Bridges Outcomes Partnerships

Cambridge Judge Business School

Cambridge University Colleges

Cambridgeshire Community Foundation:

- Cambs Cuisine Community Fund
- Bright Futures Fund
- S2 Partnership Community Fund
- Microsoft Research Limited Fund
- Ridgeons Family Endowed Fund

Cambridgeshire County Council

Carers Trust

CKLG Accountants and Chartered Tax Advisers

Co-op Stores (Godmanchester and Great Shelford)

Earith Community Cafe

Earls of Northampton's Charity, via their sole Trustee, Mercers

Euston Lodge

Frank Litchfield Charitable Trust

Garfield Weston Foundation

Hudson Foundation

Huntingdon Bridge Club

Inner Wheel Club of Ely

Kynaston Chapter

March Golf Club

Maxine Lester Lettings and Property Management

Michael and Anna Wix Charitable Trust

Mr and Mrs Phillip Rackham Charitable Trust

Norfolk and Waveney Integrated Care System

Norfolk Community Foundation:

- Co-op Community Cares Fund
- Saracen's Norfolk Fund
- The Big Oardeal Sports and Opportunities Fund
- Weston Windfarm - Temporis Community Fund

Norfolk County Council

Peterborough City Council

Peterborough Lions Club

Ridley Godfrey Foundation

Robert Hall Charity

Rotary Club of Ely

Rotary Club of Huntingdon

Rotary Club of Norwich Blackfriars

Rotary Club of St Ives

Rotary Club of St Neots St Mary's

Simon Gibson Charitable Trust

South Norfolk and Broadlands Council

St Ives (Hunts) Golf Club

St Ives Free Church

Tesco Groundworks - Stronger Starts

The 32 Club

The City and University of Cambridge Masonic Charitable Trust

The Clan Trust

The Gledswood Charitable Trust

The Moorhen Pub, Peterborough

The National Lottery

West Norwich Lions

Whittlesey Town Council

Wroxham and Hoveton Lions Club

Wymondham Lions Club

Risk, compliance and governance

Risk

The Board of Trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the Finance and Audit Committee, Quality and Service Delivery Committee, and Fundraising Committee.

Caring Together's performance framework is updated annually to ensure internal reporting is against relevant key performance indicators, which are designed with the key risks, strategic direction of the charity and opportunities in mind. At the end of each quarter, as part of our reporting, each risk is reassessed and the residual risk rated according to the impact of mitigating actions and any new intelligence, knowledge and experience. We also assess whether the risk is decreasing, stable or increasing, which enables Trustees to understand movements of risks when it isn't appropriate to change red-amber-green (RAG) ratings.

Risks, their assessment and mitigating actions, are scrutinised each quarter by the relevant sub-committee or the Board.

The Board receives an annual risk report. This provides the opportunity to review the impact of our risk management processes, how risks have changed throughout the year, to review the risk management policy, and to ensure any learning is identified and influences future approaches to the management of risk.

Risk management is factored into business planning, performance management, the audit cycle, business continuity planning, project management, contract and grant applications and funding awards.

We started last year with key risks in the areas of:

Funding

We recognised that the external environment remained challenging and especially so for charities seeking to grow fundraised income and manage the continued pressure on contracts when inflation continued to be so high.

Local authorities remained unable to pay for the full cost of homecare, adding further strain on our overall financial position. However, to mitigate the risks of a potential reduction in funding we had high-quality people leading our income generating activities and maintained positive relationships with funders and commissioners of services. We also continued our investment in fundraising, launching new initiatives such as legacy campaigns and community partnerships.

People

The employment market hadn't recovered from COVID and it remained difficult to recruit for social care roles at both frontline and leadership levels. We were concerned about this as it would potential hamper our ability to deliver services.

To mitigate this risk we continued to be a real Living Wage employer, added new products to our range of benefits and awarded an in year pay increase to some specific roles that were especially difficult to recruit to. This was on top of a modest pay award for all members of staff. As a result of those actions the majority of our roles are now filled.

We have also successfully built relationships with local colleges, job centres and care career projects opening up further opportunities to attract candidates interested in careers in care or volunteering. We have also utilised the Apprenticeship Levy, opening up new development opportunities for our employees.

Volunteer numbers have continued to increase particularly for the Norfolk Befriending service and in our young carers support.

Systems and processes

We had completed work to improve the security of our customers' data with the protection of our systems remaining front of mind. We recognise the continued threat of cyber attacks. Having completed the recommended improvements following our previous penetration test, we commissioned a further test which has identified some relatively minor improvements for us to make. We also require all employees to complete information governance training and the compliance rate is 83.7% which compares with a care industry standard of around 60%. As a result of the actions taken, we have drastically improved the security of our phones and no serious data breaches have occurred in the year.

Key risks for the organisation going forward

Maintaining income

The landscape we work in remains challenging, seeing limited growth of income streams in the charity sector, and health and local authority budgets being under pressure, this undoubtedly filters down to service contract providers like Caring Together Charity.

We know the changes to health and local authority structures in future years will bring both challenges and also opportunities. We need to make sure we are ready to mitigate the risks and also take advantage of the opportunities as they arise.

The fundraising strategy enters year three of the plan to grow income. We have a dynamic team, but recognise this work takes time in a competitive environment. The work of fundraising will offer a return on investment for the charity longer term.

Our plans to grow income private care income is reliant on recruiting high-quality employees and we continue to work hard to attract the best possible people. We are also investigating other methods to diversify income.

People

Although the majority of our vacancies are now filled, the recruitment and retention of people remains fragile. The pool of available workers is smaller with other industries competing for the same people.

We will continue to monitor our pay and benefits to ensure they remain competitive with others and that we are providing our employees with the benefits that they value. We have a dedicated recruitment advisor to help us especially with the recruitment of care professionals which remains difficult.

Systems and processes

We continue to investigate potential uses of Artificial Intelligence (AI) however there is difficulty finding solutions which are effective, economically viable and which ensure good information governance. For example there are some effective low-cost solutions in care where the supplier cannot provide adequate guarantees around where any confidential information will be used.

Cyber security is an ongoing risk, but we attempt to manage it by robust procurement processes, regular testing of systems and ensuring staff are well trained to lower potential risk.

Health and local authority structures

Announcements by the minister for health and social care about the abolition of NHS England and the need for Integrated Care Boards (ICBs) to make savings in the region of 50% to their running costs, offer both the potential for new opportunities as well as possible challenges to the way services are currently commissioned. Together with the future devolution of local authorities, a lot will change about the structures we are used to working with.

It is unlikely that we will be in a position to influence the outcome of any of this work or the decisions made but it is critical that we remain connected to the networks and forums that will be informed about future changes. Whilst we are relatively well connected in Cambridgeshire we need to do work to get ourselves equally as embedded in Norfolk.

Compliance

Our homecare service is regulated by the Care Quality Commission (CQC). We have maintained our 'good' rating demonstrating our ongoing commitment and investment in maintaining high standards of care, ensuring our care professionals are highly trained and expert in the services they provide. Our fundraising activities are compliant with UK legislation and meet the required standards in overall fundraising ethics in the sector.

Governance

Our governing document

Fenland Crossroads was established in 1982, followed by Crossroads Cambridge City in 1984 and Crossroads South and East Cambridgeshire and Crossroads Huntingdonshire in 1985. Crossroads Huntingdonshire was registered as a charity in September 1992 and incorporated in February 2002. The charity was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. By 2011 all charities had merged into this organisation.

In the event of the company being wound up members (our Trustees) are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ('Caring Together') is governed by our latest Articles of Association and Memorandum dated 22 January 2022.

The Board

Appointment of Trustees

Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No Trustee will serve more than three, three-year terms, except in exceptional circumstances.

New Trustees are appointed through an open recruitment process targeting individuals with the diversity of skills, experience and knowledge that the Board has identified as needed to deliver the organisation's strategy and provide effective governance of the charity.

Interested parties apply and are invited to meet the Chair and other Trustees for informal discussions. Should both parties want to proceed, prospective Trustees are invited to take part in a formal interview process with representatives from the Trustee Board and Senior Leadership Team, including the Chief Executive. All Trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

Newly appointed Trustees are given an induction pack based on good practice guidance issued by the Charity Commission. The pack includes relevant policies and procedures, our Memorandum and Articles of Association, the latest financial statements, strategic plan and annual report.

New Trustees are invited to meet with the Chief Executive and Senior Leadership Team, and encouraged to visit our services to meet carers and shadow members of staff.

Trustees are supported to attend workshops and training sessions to improve their knowledge of charity governance and to network with Trustees of other organisations.

Organisation

The Board of Trustees meet routinely six times per year. The three formal sub-committees, Finance and Audit, Quality and Service Delivery and Fundraising, meet four times a year each. Strategic away days are held from time to time.

The Board sets up steering groups and task and finish groups to focus on the completion of specific activities.

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the Chief Executive, along with the Senior Leadership Team. The Chief Executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

We are a network partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181). Currently there are over 130 members of the network working across the UK. We pay Carers Trust an annual partner fee.

We are also a member of Carers UK, an independent registered charity in England and Wales (No. 246329). Carers UK give expert advice, information and support to carers.

We seek to work in partnership with others so that we can reach and support more carers, and have worked together with over 60 voluntary and public sector organisations, as well as around 50 Carer Friendly Tick Award holders throughout the year.

A full list of our Carer Friendly Tick Award holders can be found on our website via **caringtogether.org/carer-friendly-tick**

Management

Pay policy for senior staff

The key management personnel of the charity are the Board of Trustees (Directors) and the Senior Leadership Team, as listed on pages 50-51 . All Trustees give of their time freely and none received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

The charity has an agreed remuneration policy. Salaries for the Senior Leadership Team are set and reviewed annually by the Board of Trustees in consultation with the Chief Executive, as appropriate.

Environmental

Information on our green credentials

We have reduced our daily carbon footprint. On average we emitted 70kg of CO_2 per day (2024/25). This is down on the last time we measured it (April 2022-September 2023) where that figure was 77kg of CO_2 per day.

What we have done to reduce our carbon footprint:

- Increased recycling within our offices.
- Explored ways we can offset our carbon footprint as we deliver homecare. Although it needs to be appreciated that as we provide essential support within people's homes, we are unable to remove the environmental impact completely.
- Introduced a hybrid working policy which is working to offset some of our carbon footprint.
- Established our baseline metrics which we will be able to report on in the coming years.
- Considered environmental impact as part of our supplier evaluations.
- Our group of Green Champions continue to meet virtually to come up with ideas and practical ways to improve our green credentials.

Financial review and results for the year

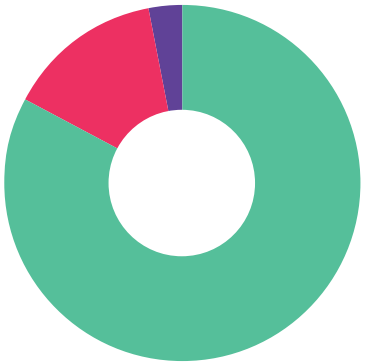
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Our charity has an effective system of internal control and major risks have been reviewed and systems and/or procedures have been established to manage those risks.

Overall, Caring Together made a surplus of £207.7k in the financial year to 31 March 2025 compared to a deficit of £11.2k in the previous year. Within this, however, we made a surplus on unrestricted-funded activities of £198.4k (2024: deficit £16.4k). We ended the year with unspent restricted grants of £104.9k (2024: £95.6k) which will be spent in 2025/26.

Income

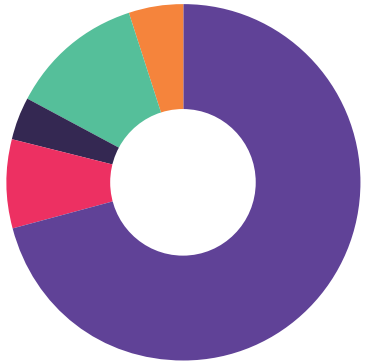
Our income increased from the previous year by £247.7k (6.3%) to £4,191.9k (2024: decreased by £26.5k (0.7%) to £3,944.3k). Care fees and contracts continue to be our main sources of income.

We raised £4m income through:



- 83% care fees and contracts
- 14% grants receivable
- 3% donations and legacies

We spent £4m on:



- 71% care and carer breaks
- 8% carer support
- 4% emergency care and hospital discharge
- 12% raising awareness
- 5% cost of raising funds

Care fees and contracts relate to CQC regulated services and provision of carers' support, which include our contract as a strategic partner with Cambridgeshire County Council. Care fees and contract income increased by £195k to £3,477.7k.

Grants, donations and fundraising are our other sources of charitable income. Grant income in the year increased by £32.9k to £575.5k. Our principal donors are listed in note 5 to the financial statements. Most grants have been provided for a specific purpose; any amounts unspent at the year-end are carried forward in restricted reserves. Donations and legacies of £104.9k are 23.5% higher than last year, the landscape for giving has been affected by cost of living making it very competitive on donor funds available in the charity sector. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure increased by £28.8k (0.7%) to £3,984.2k in 2024/25, which partly reflects our increase in service provision and variable direct costs during 2024/25. In addition there were increased project costs from grant funded programmes incurred. Increases within support costs came from audit fees, trustee recruitment, fundraising, professional fees, and recruitment costs. The organisation has continued to benefit from efficiency savings with hybrid working seeing a reduction in management travel costs from remote working. We also remain a real Living Wage employer.

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2025 our reserves are as follows:

	Current year	Previous year
Unrestricted funds	£874.1k	£675.7k
Restricted funds	£104.9k	£95.6k
Total charity funds	£979k	£771.3k
Average monthly operating costs	£332k	£290k
Number of months operating costs held as reserves	2.9	2.7

The assets backing these reserves are shown in note 20 to the financial statements. Note 18 details the use of restricted funds received during the year.

We retain the reserves level at 2-3 months of operating costs and the Trustees review the reserves policy annually using the guidance given by the Charity Commission.

After consideration of ongoing operating costs and potential calls on funds it is considered our liquidity, and the reserves position is at a reasonable level to provide financial stability and means for future development.

Restricted funds were spent in line with donor funding and grant conditions. We picked up additional unrestricted funds for sustainability in future years. We kept our reserves at a level which is within our policy range.

Investment policy

The Trustees, having regard to the liquidity requirements of operating the charity, have set a policy to keep funds available in a current account, and one or more interest-bearing deposit account(s) where appropriate. Trustees have considered diversifying their investment policy and concluded that no action should be taken to progress this currently.

Fundraising

It is through fundraising that we can reach more unpaid carers and provide the services and support they need. We continued to prioritise fundraising in 2024/25 to generate income from a range of sources. This helps secure our services, and gives us the flexibility to provide the services carers are most in need of. We are very grateful to all supporters – both individuals and organisations this year.

Our approach to fundraising

Our staff undertake fundraising activities with the support of volunteers and supporters.

We do not use any external fundraising agencies to raise income for us. We raise funds through direct mail and digital appeals, engaging with community groups such as local Rotary Clubs, working with local businesses, sales of Christmas cards, applying for grants, receipt of in-memory donations and offering a free Will-writing service where we also fundraise for legacy gifts.

We are very grateful for the individuals who organise activities such as bake sales, or take on physical challenges to raise funds for us.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and comply with the Code of Fundraising Practice.

All donations received are used for charitable purposes. There have been no reported failings in the compliance with the code during 2024/25.

We have an ethical fundraising policy and all fundraising team members are aware and supportive of our ethical approach to fundraising.

No fundraising activity is currently incentivised through pay or other means. Our approach to fundraising is through relationship building.

Monitoring of fundraising carried out on our behalf

During 2024/25 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities. Where fundraising activities have been known to us, we have provided support and guidance as appropriate.

Fundraising complaints

We have a complaints policy and procedure. We have not received any fundraising complaints during the fundraising period. We are able to record all complaints and compliments on our Customer Relationship Management (CRM) system.

Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate

We follow regulations relating to privacy and data protection in all matters, including fundraising. Within our systems we maintain a system of permissions to ensure that people we are in contact with are able to inform us of their contact preferences. To protect people who may be vulnerable we do not send appeals to any person marked as a 'cared-for' person on our CRM. Every appeal letter or email gives clear and easy to follow instructions on how to opt out of fundraising communications.

Our staff are required to complete mandatory training which includes data protection, safeguarding of adults, and safeguarding of children. This training is undertaken on an annual basis thereafter and reminders are sent automatically from our e-learning system.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Caring Together for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware:

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

Auditors

The Auditors, Price Bailey LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by order of the Board of Trustees on 6 August 2025 and signed on its behalf by:

Stuart M Evans

Stuart Evans (Aug 6, 2025, 10:39am)

Stuart Evans
Chair of Trustees

Independent auditor's report to the members of Caring Together Charity

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Independent auditor's report to the members of Caring Together Charity (continued)

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within 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 Directors' report included within the Trustees' report.

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

- adequate and proper 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

Independent auditor's report to the members of Caring Together Charity (continued)

- 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 Directors' report or from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 25, 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the charitable company not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements.

Independent auditor's report to the members of Caring Together Charity (continued)

In relation to the charitable company this included financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.
- Reviewing minutes of Trustee Board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures put in place by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at **frc.org.uk/auditorsresponsibilities**. This description forms part of our auditor's 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 auditor's 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 the charitable company's members for our audit work, for this report, or for the opinions we have formed.

6 August 2025

Shaun Jordan ACA (Senior Statutory Auditor)
For and on behalf of Price Bailey LLP
Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2025

Statement of financial activities (including income and expenditure account)

Income	Notes	2025 Unrestricted funds £000	2025 Restricted funds £000	2025 **Total funds £000**	2024 Total funds £000
Donations and legacies					
Donations and legacies	3	**83.8**	**21.0**	**104.9**	**84.9**
Grants receivable	5	**39.2**	**536.2**	**575.5**	**542.6**
Income from charitable activities					
Care fees and contracts	4	**3,477.7**	**-**	**3,477.7**	**3,282.7**
Other charitable income	4 + 6	**12.3**	**-**	**12.3**	**2.0**
Investment income		**17.8**	**-**	**17.8**	**16.0**
Other income	7	**3.8**	**-**	**3.8**	**16.0**
Total income		**3,634.6**	**557.3**	**4,191.9**	**3,944.2**
Expenditure					
Costs of raising funds		**214.2**	**-**	**214.2**	**186.2**
Expenditure on charitable activities		**3,222.0**	**547.9**	**3,770.0**	**3,769.2**
Total expenditure	**8**	**3,436.3**	**547.9**	**3,984.2**	**3,955.4**
Net movement in funds for the year		**198.4**	**9.3**	**207.7**	**(11.2)**
Reconciliation of funds					
Total funds brought forward		**675.7**	**95.6**	**771.3**	**782.5**
Total funds carried forward	**17, 18 + 20**	**874.1**	**104.9**	**979.0**	**771.3**

There were no recognised gains or losses for 2025 or 2024 other than those included in the statement of financial activities.
All activities are continuing.

Note 24 refers to the prior year statement of financial activities.

The notes on pages 34 to 48 form part of these financial statements.

Balance sheet

	Notes	2025 £000	2024 £000
Fixed assets			
Tangible assets	13	**46.3**	**63.6**
Current assets			
Debtors	14	**438.4**	**336.4**
Investments	15	**-**	**300.0**
Cash at bank and in hand		**868.4**	**597.3**
Total current assets		**1,306.8**	**1,233.7**
Liabilities			
Creditors falling due within one year	16	**366.7**	**521.1**
Provision for dilapidations		**7.3**	**4.9**
Net current assets		932.7	707.7
Net assets		**979.0**	**771.3**
The funds of the charity			
Unrestricted funds	17	**874.1**	**675.7**
Restricted funds	18	**104.9**	**95.6**
Total charity funds		**979.0**	**771.3**

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf, by Stuart Evans and Alison Griffiths.

Stuart M Evans

Stuart Evans (Aug 6, 2025, 10:39am)

Stuart Evans
Chair
6 August 2025

Alison B Griffiths

Alison Griffiths (Aug 6, 2025, 11:29am)

Alison Griffiths
Honorary Treasurer
6 August 2025

	Notes	2025 £000	2024 £000
Cash generated from/(used in) operating activities	21	**(33.6)**	**382.5**
Cash flows from investing activities			
Purchase of equipment		**(13.1)**	**(15.1)**
Purchase of investments		**-**	**(300.0)**
Sale of investment		**300.0**	
Interest income		**17.8**	**16.0**
Cash flows used in investing activities		**304.8**	**(299.1)**
Increase/(decrease) in cash and cash equivalents in the year		**271.1**	**83.4**
Cash and cash equivalents at the beginning of the year		**597.3**	**513.9**
Total cash and cash equivalents at the end of the year		**868.4**	**597.3**

Reconciliation of net cash flow to movement in net debt

	Notes	2025 £000	2024 £000
Increase/(decrease) in cash in the year being movement in net funds in the year	22	**271.1**	**83.4**
Net funds at 1 April		**597.3**	**513.9**
Net funds at 31 March		**868.4**	**597.3**

Notes to the accounts

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 2015 - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently ten (2024: nine) Trustees who are also the members of the company, names on page 49. 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 charity is a registered charity. The registered office of the charity is L D H House, Parsons Green, St Ives, Cambridgeshire, PE27 4AA.

The charity 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 note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

(b) Preparation of the accounts on a going concern basis

The Board of Trustees consider that there are sufficient reserves held at the year end to manage any foreseeable changes in contracts and other income sources for the charity.

The Board of Trustees have reviewed and approved a forecast which shows the charity trading sustainably beyond the next 12 months.

Consequently at the time of approving the financial statements, the Trustees have an expectation that the charity has adequate resources to continue operations for more than 12 months and believe there are no material uncertainties about the charity's ability to continue as a going concern, and have therefore adopted the 'going concern' basis in preparing the accounts.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

(d) Donated services and facilities

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts.

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose.

(g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as charity ball and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 9.

(i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(j) Depreciation

Individual tangible fixed assets, or projects, costing £1,000 or more are capitalised at cost, apart from all laptops and no mobile phones are capitalised. Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset category	Annual rate
Equipment	25% straight line
Furniture and fittings	20% straight line

(k) Debtors

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

(l) Cash at bank and in hand

Cash at bank and cash 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.

(m) Current asset investments

Current asset investments include investments with a maturity of between three and twelve months from the date of acquisition or opening of the deposit or similar account.

(n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(o) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

The pension liability and expense is allocated between restricted and unrestricted funds according to the staff time taken on each activity.

(p) Financial instruments

The charity 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. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(q) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical accounting judgements or key sources of estimation uncertainty requiring disclosure.

3 Income from donations and legacies

	2025			2024		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Gifts	83.8	21.0	**104.9**	70.4	14.5	**84.9**
Grants receivable (see note 5)	39.2	536.3	**575.5**	-	542.6	**542.6**
	123.1	**557.3**	**680.4**	**70.4**	**557.1**	**627.5**

Income from donations and legacies comprises income generated from the following sources:

- gifts and donations received/receivable
- any tax reclaimed on amounts received under gift aid.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

4 Income from charitable activities

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	**2025 Total £000**
By source:					
Care fees and contracts	2,243.3	371.1	577.4	285.9	**3,477.7**
Other income	-	12.3	-	-	**12.3**
Total income from charitable activities	**2,243.3**	**383.4**	**577.4**	**285.9**	**3,489.9**

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	2024 Total £000
By source:					
Care fees and contracts	2,191.3	342.7	474.6	274.1	**3,282.7**
Other income	-	2.0	-	-	**2.0**
Total income from charitable activities	**2,191.3**	**344.7**	**474.6**	**274.1**	**3,284.7**

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2025			2024		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
BBC Children in Need	-	-	**-**	-	10.0	**10.0**
Cambridgeshire Community Foundation	-	-	**-**	-	23.0	**23.0**
Carers Trust (Fuel poverty)	-	45.0	**45.0**	-	-	**-**
East of England Co-op Community Carers Fund	-	-	**-**	-	10.0	**10.0**
Evelyn Trust	-	-	**-**	-	35.8	**35.8**
Garfield Weston Foundation	30.0	-	**30.0**	-	-	**-**
Hutchinson's Charitable Fund	-	-	**-**	-	9.0	**9.0**
Huntingdon Freemen's Trust	-	-	**-**	-	7.0	**7.0**
The Mercers' Company	-	41.1	**41.1**	-	43.2	**43.2**
The National Lottery Community Fund (Reaching Communities/ Connecting Carers)	-	90.0	**90.0**	-	87.3	**87.3**
NHS Cambridgeshire and Peterborough Integrated Care Board	-	259.6	**259.6**	-	259.6	**259.6**
NHS Norfolk and Waveney Integrated Care Board (Counselling)	-	5.9	**5.9**	-	-	**-**
NHS Norfolk and Waveney Integrated Care Board (Training)	-	-	**-**	-	7.9	**7.9**
Norfolk Community Fund (Love Norfolk)	-	-	**-**	-	5.0	**5.0**
Norfolk Community Foundation (West Norfolk Lives Fund) (Befriending)	-	26.0	**26.0**	-	-	**-**
Norfolk Community Foundation (West Norfolk Lives Fund) (What If?/ Family Carers' Prescription)	-	23.9	**23.9**	-	-	**-**
The Frank Litchfield Charitable Trust	-	10.0	**10.0**	-	-	**-**
Others £5,000 and below	9.2	34.6	**43.8**	-	44.8	**44.8**
	39.2	**536.2**	**575.5**	**-**	**542.6**	**542.6**

The grants we receive are for the support of carers.

We have no unfulfilled conditions and other contingencies attached to grants that have been recognised in income.

6 Other charitable income

	2025			2024		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Other income	12.3	-	**12.3**	2.0	-	**2.0**
	12.3	**-**	**12.3**	**2.0**	**-**	**2.0**

7 Other income

	2025 £000	2024 £000
Other income	**3.8**	**16.0**
	3.8	**16.0**

All other income relates to unrestricted income in both current and prior year.

8 Analysis of expenditure

Activity by type:	2025			2024		
	Direct costs £000	Support costs £000	**2025 Total £000**	Direct costs £000	Support Costs £000	**2024 Total £000**
Care and carers breaks	1,885.9	930.2	**2,816.1**	1,837.7	872.0	**2,709.7**
Carer support (information, advice and guidance)	219.5	99.1	**318.6**	230.7	110.0	**340.7**
Emergency care and hospital discharge	106.4	65.8	**172.2**	176.7	80.0	**256.7**
Raising awareness	313.0	150.2	**463.1**	310.1	152.0	**462.1**
Fundraising costs	-	214.2	**214.2**	-	186.2	**186.2**
Total expenditure on activities	**2,524.8**	**1,459.5**	**3,984.3**	**2,555.2**	**1,400.2**	**3,955.4**

Expenditure on the charitable activities by the company was £3,770.0k (2024: £3,769.2k) of which £3,182.8k was unrestricted (2024: £3,217.3k) and £587.2k was restricted (2024: £551.9k). Costs of generating income in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the five key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

General support	General support £000	Governance function £000	**2025 Total £000**	General support £000	Governance function £000	2024 Total £000	Basis of apportionment
Annual report, audit and AGM	-	24.8	**24.8**	-	14.4	**14.4**	Direct staff cost
Trustees' expenses and training	-	16.2	**16.2**	-	0.3	**0.3**	Direct staff cost
General office, HR and finance staff	441.2	168.3	**609.5**	468.9	160.1	**629.0**	Direct staff cost
Premises	145.9	-	**145.9**	144.3	-	**144.3**	Desks used
IT and communications	247.4	-	**247.4**	262.9	-	**262.9**	Direct staff cost
Fundraising	214.2	-	**214.2**	186.1	-	**186.1**	Direct staff cost
Subscriptions, insurance and professional fees	119.5	-	**119.5**	94.5	-	**94.5**	Direct staff cost
Staff welfare and recruitment	51.5	-	**51.5**	34.2	-	**34.2**	Direct staff cost
Depreciation	30.4	-	**30.4**	34.4	-	**34.4**	Direct staff cost
Total	**1,250.2**	**209.3**	**1,459.5**	**1,225.3**	**174.8**	**1,400.1**	

10 Net income/(expenditure) for the year

This is stated after charging:	**2025 £000**	2024 £000
Depreciation	**30.4**	**34.4**
Audit fee	**14.8**	**14.4**
Operating lease rentals – land and buildings and equipment	**144.3**	**133.6**

11 Staff costs, Trustee remuneration and expenses, and the cost of key management personnel

The staff costs were:	**2025 £000**	2024 £000
Wages and salaries	**2,715.3**	**2,716.9**
Social security costs	**232.7**	**231.4**
Payments for termination of employment	**13.2**	**3.9**
Pension costs	**56.2**	**57.3**
	3,017.4	**3,009.5**

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2024: 2)			
	£60,000-£69,999	£70,000-£79,999	£80,000-£89,999
Number of people 2025	**1**	**-**	**1**
Number of people 2024	**1**	**1**	**-**

The charity Trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2024: £nil). Neither were they paid for professional or other services supplied to the charity (2024: £nil). One trustee was paid travel expenses totalling £216 during the accounting period. (2024: £nil).

The key management personnel of the charity comprise:

The Trustees, Chief Executive, Director of Finance and Resources, Director of Operations, Head of Care/Registered Manager for Care, Head of People, Head of Fundraising and Communications, and Head of Digital and Business Intelligence. The total employee benefits of the key management personnel of the charity were £424.9k (2024: £362.0k). The key management personnel of the company are listed on page 49 of the Trustees' annual report.

The charity operates a defined contribution pension scheme. Contributions totalling £28,273 (2024: £25,067) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:	**2025 £000**	2024 £000
Payments in lieu of notice	**13.2**	**3.9**
Total	**13.2**	**3.9**

12 Staff numbers

The average monthly head count was 118 staff (2024: 123 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2025 Number	2024 Number
Senior management	**5.9**	**5.8**
Service delivery	**61.6**	**73.7**
Administration and finance	**6.0**	**9.8**
Total full-time equivalent	**83.5**	**89.3**

13 Fixed assets

All funded by unrestricted reserves	Equipment £000	Furniture and fittings £000	**Total £000**
Cost			
At 1 April 2024	88.5	65.1	**153.6**
Additions	13.1	-	**13.1**
At 31 March 2025	**101.6**	**65.1**	**166.7**
Depreciation			
At 1 April 2024	59.6	30.4	**90.0**
Depreciation charge	17.4	13.0	**30.4**
At 31 March 2025	**77.0**	**43.4**	**120.4**
Net book value			
At 1 April 2024	**28.9**	**34.7**	**63.6**
At 31 March 2025	**24.6**	**21.7**	**46.3**

14 Debtors: due within one year

	2025 £000	2024 £000
Trade debtors	177.1	128.8
Prepayments and accrued income	249.4	195.1
Other debtors	11.9	12.5
	438.4	336.4

15 Current asset investments

	2025 £000	2024 £000
Cash deposits	-	300.0
	-	300.0

16 Creditors: due within one year

	2025 £000	2024 £000
Trade creditors	103.6	100.2
Accruals and deferred income	115.7	271.6
Taxation and social security	119.4	123.5
Other creditors	28.0	25.8
	366.7	521.1

Deferred income:	2025 £000	2024 £000
Balance b/fwd	213.0	431.7
Released in year	(213.0)	(431.7)
Deferred in year	44.4	(213.0)
Balance c/fwd	44.4	(213.0)

17 General reserves

	2025				2024			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
General reserve	675.7	3,634.6	3,436.3	**874.1**	692.1	3,387.1	3,403.5	**675.7**

18 Analysis of movements in restricted funds

	2025				2024			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
Cambridgeshire and Peterborough young carers and young adult carers* - for carers aged up to 26 years	3.5	42.0	45.2	0.3	-	42.3	38.8	3.5
Norfolk young carers and young adult carers* - for carers aged up to 18 years	18.0	15.5	25.5	8.0	13.0	22.5	17.5	18.0
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	7.5	1.0	5.9	2.7	5.0	12.5	10.0	7.5
The National Lottery Community Fund Reaching Communities - community based projects supporting carers	44.2	90.0	89.2	44.9	59.0	87.7	102.5	44.2
Cambridgeshire and Norfolk support for adult carers including hubs and clubs* - for carers and dependants including those with dementia, giving breaks, support, information advice and guidance	22.4	448.1	421.5	49.0	13.4	392.1	383.1	22.4
	95.6	**596.5**	**587.2**	**104.9**	**90.4**	**557.1**	**551.9**	**95.6**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

19 Other commitments

	Land and buildings		Equipment	
	2025 £000	2024 £000	**2025 £000**	2024 £000
Expiry date:				
In less than one year	**101.6**	**64.1**	**22.8**	**26.3**
Between one and five years	**67.8**	**-**	**10.8**	**33.6**
In over five years	**-**	**-**	**-**	**-**
	169.4	**64.1**	**33.6**	**59.9**

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires in November 2026.

20 Analysis of net assets between funds

	2025			2024		
	General £000	Restricted £000	**Total £000**	General £000	Restricted £000	Total £000
Tangible fixed assets	46.3	-	**46.3**	63.6	-	**63.6**
Cash at bank and in hand	763.4	104.9	**868.4**	501.7	95.6	**597.3**
Investments	-	-	**-**	300.0	-	**300.0**
Other net current liabilities	64.4	-	**64.4**	(189.6)	-	**(189.6)**
	874.1	**104.9**	**979.1**	**675.7**	**95.6**	**771.3**

21 Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £000	2024 £000
Net movement in funds	**207.8**	**(11.2)**
Adjustment for:		
Depreciation charge	**30.4**	**34.4**
Interest from dividends, interest and rents from investments	**(17.8)**	**(16.0)**
Increase/(decrease) in debtors	**(102.0)**	**699.4**
Decrease/(increase) in creditors	**(154.4)**	**(326.6)**
Increase in dilapidations provision	**2.4**	**2.5**
Net cash used in operating activities	**(33.6)**	**382.5**

22 Analysis of changes in net debt - current year

	31 March 2024 £000	Cash flow £000	Other non cash changes £000	**31 March 2025 £000**
Cash at bank and in hand	597.3	271.1	-	**868.4**

	31 March 2023 £000	Cash flow £000	Other non cash changes £000	31 March 2024 £000
Cash at bank and in hand	513.9	83.4	-	**597.3**

23 Related party transactions

There were no related party transactions (2024: £nil).

24 Prior year statement of financial activities

	2024		
	Unrestricted funds £000	Restricted funds £000	Total funds £000
Donations and legacies			
Donations and legacies	**70.4**	**14.5**	**84.9**
Grants receivable	**-**	**542.6**	**542.6**
Income from charitable activities:			
Care fees and contracts	**3,282.7**	**-**	**3,282.7**
Other charitable income	**2.0**	**-**	**2.0**
Investment income	**16.0**	**-**	**16.0**
Other income	**16.0**	**-**	**16.0**
Total income	**3,387.1**	**557.1**	**3,944.2**
Expenditure			
Costs of raising funds	**186.2**	**-**	**186.2**
Expenditure on charitable activities	**3,217.3**	**551.9**	**3,769.2**
Total expenditure	**3,403.5**	**551.9**	**3,955.4**
Net movement in funds for the year	**(16.4)**	**5.2**	**(11.2)**
Reconciliation of funds			
Total funds brought forward	**692.1**	**90.4**	**782.5**
Total funds carried forward	**675.7**	**95.6**	**771.3**

Legal and administrative details

Legal name	Caring Together Charity
Trading name	Caring Together Charity
Charity number	1091522
Company number	4379948
Registered office	L D H House, Parsons Green, St Ives, Cambridgeshire PE27 4AA

Our advisors

Auditors	Price Bailey, Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ
Bankers	Lloyds Bank plc, PO Box 1000, BX1 1LT
Solicitors	Buckles Solicitors LLP, Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

Directors and Trustees

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law. The Trustees and Senior Leadership Team serving during the year and since the year end were as follows:

Trustees	Appointed
Stuart Evans (Chair)	August 2017
Mark Blake	January 2025
Alison Griffiths (Honorary Treasurer) [1]	June 2016
Vicki Hayes (resigned Oct 2024)	November 2023
Kate Hepton	September 2024
Mandy Hill (resigned May 2025)	September 2021
David Hipple	February 2017
Christy O'Connell	September 2021
Anita Pisani [2]	September 2024
Bertone Santos Socorro	August 2023
Steve Scott	January 2025
Donna Talbot [3]	June 2021
Christina Wells (resigned Dec 2024)	February 2016

Senior Leadership Team	
Chief Executive	Miriam Martin
Director of Finance and Resources (Secretary)	Neil Portor
Director of Operations	Sarah Harvey
Head of Care/Registered Manager	Lisa Downs
Head of People	Natalie Chandler
Head of Fundraising and Communications	Zoe Bunter
Head of Digital and Business Intelligence	John Platten

[1] Chair of Finance and Audit Committee [2] Chair of Quality and Service Delivery Committee [3] Chair of Fundraising Committee

Our Trustees

Stuart Evans
Chair of Trustees

Stuart is a Cambridge-based entrepreneur. He previously chaired Arthur Rank Hospice Charity and was a board member at the East of England Development Agency. He and his wife adopted three children as babies, and later cared for his in-laws. They have deep experience as family carers.

Mark Blake

Mark brings over 20 years' senior finance experience in the charity sector, including eight years at a disability support charity. His leadership roles span finance, human resources, IT, legal, and governance. He offers broad sector knowledge and is keen to contribute to the support of unpaid carers.

David Hipple

David brings considerable financial and general management skills to the charity having spent over 35 years as a chartered accountant and Director of Finance for a number of large and medium sized groups in both the public and private sector.

Anita Pisani

Anita has over 30 years experience of working in the NHS and has been a Board member on a variety of different NHS Boards since 2004. Since 2012 she has been Deputy Chief Executive and Workforce Director at Cambridgeshire Community Services NHS Trust.

Steve Scott

Steve has 30 years of commercial and financial experience gained in the UK, USA and further afield. A fellow of the Association of Chartered Certified Accountants (ACCA), Steve has enjoyed a successful career working with the likes of Anglian Water and Travelex.

Alison Griffiths
Honorary Treasurer

Alison, a Chartered Accountant, brings vast professional expertise to the Board and was a Director of Taxation in international FTSE 100 groups. She is a Trustee of Cambridgeshire Community Foundation.

Kate Hepton

Kate brings a wealth of experience having served as a Senior Nurse Leader in the NHS for 24 years. Experience in various clinical, operational and transformation leadership roles demonstrates her passion for high-quality safe care for people in need and supports the development of those that provide it.

Christy O'Connell

Christy has worked in the legal sector for over ten years and is currently a partner at Ashurst LLP, an international law firm.

Bertone Santos Socorro

Bertone has worked as a Senior Leader for the NHS over nine years across different specialties. His passion for community services has led him to pursue his career as Head of Acute and Specialised Commissioning with the NHS Norfolk and Waveney Integrated Care Board.

Donna Talbot

Donna has been in leadership roles for over 20 years. She has extensive experience in communications and generating voluntary income from a variety of sources. Donna is currently Chief Executive Officer at Emmaus Cambridge.

Our Senior Leadership Team

Miriam Martin
Chief Executive

Miriam has worked in the charity sector for over 20 years, including as Chief Executive at Action for Blind People, a UK-wide charity with a budget of £23mn, 900 staff and 400 volunteers, supporting 90,000 people each year.

Sarah Harvey
Director of Operations

Sarah is an experienced senior manager in adult and child social care, having worked for the local authority, private and charitable organisations.

Natalie Chandler
Head of People

Natalie has over 20 years experience as a human resources professional. Before joining Caring Together Natalie was operations manager for a successful local homecare organisation.

John Platten
Head of Digital and Business Intelligence

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in a range of sectors.

Neil Portor
Director of Finance and Resources

Neil is a qualified accountant with experience working in an executive role and reporting at board level within the charity sector, having worked at YMCA for over 25 years.

Lisa Downs
Head of Care/Registered Manager for Care

Lisa began her journey in social care as a coordinator and became a registered manager in 2016. After a short tenure working in bids and contracts, she realised her passion lies closer to the frontline of the industry.

Zoe Bunter
Head of Fundraising and Communications

Zoe has worked as a charity fundraiser for over 20 years. She has worked in both large national charities and smaller local organisations, raising essential funding for their work.

Please see our website for full biographies

Caring Together Charity

No unpaid carer in crisis

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E hello@caringtogether.org
caringtogether.org

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

Inspected and rated Good
Care Quality Commission
Provider ID 1-19234275

A Network Partner of CARERS TRUST

Registered with FUNDRAISING REGULATOR

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CARING TOGETHER CHARITY

England & Wales - Charity number 1091522

Accounts

Caring Together Charity

No unpaid carer in crisis

Annual report and accounts 2023/24

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

We would like to thank the following organisations for supporting Caring Together Charity

Abbots Ripton Village Stores
Active Norfolk
The Alan Boswell Group Charitable Trust
The Annie Tranmer Charitable Trust
Aria Court Care Home
Ashton's Legal Charitable Fund
BBC Children in Need
Bridges Outcomes Partnerships
Buckden and District Churches Together
Cambridgeshire Community Foundation
Cambridgeshire and Peterborough NHS Foundation Trust Integrated Care Team, Huntingdon
Cambridgeshire County Council
Carers Trust
Circus Starr
Co-op Community Cares
The David Family Foundation
D'Oyly Carte Charitable Trust
Earith Community Cafe
The Earl of Northampton's Charity, via their sole Trustee, The Mercers' Company
East Cambridgeshire District Council
Ellington Village Club
The Evelyn Trust
Garfield Weston Foundation
The Gerald Micklem Charitable Trust
The Grace Trust
Haddenham Steam Rally & Heavy Horse Show
Hethersett District Lions Club
Hillington Parish Council
Huntingdon Freemen's Trust
The Hutchinson Charitable Trust
The Kathleen Hannay Memorial Charity
The Lesley Mary Carter Charitable Trust
Leziate Parish Council
The Lord Cozens Hardy Trust
Maxine Lester Lettings and Property Management
NHS Cambridgeshire and Peterborough Integrated Care System
NHS England and NHS Improvement
NHS Norfolk and Waveney Integrated Care Board
The National Lottery Community Fund
Norfolk Community Foundation
Norfolk County Council
PEM Charitable Trust
Peterborough City Council
Peterborough United Charitable Trust
Project Linus
Provincial Grand Lodge of Northamptonshire and Huntingdonshire
Ridley Godfrey Foundation
Rotary Club of Huntingdon
Rotary in Ramsey Rotary
Sothius Masonic Lodge 8774
Spotted in Ely
St Ives (Hunts) Golf Club
St Ives Rotary Club
St Ivo Masonic Lodge 2684
St Mark's Church, Newnham
The Souter Charitable Trust
Thriplow Daffodil Weekend
Voluntary Norfolk
The Yusef Foundation

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Welcome to the 2023/24 Caring Together annual report

During the year unpaid carers have told us about the impact of sharp increases in the cost of living, their struggles to access health appointments, notably with GPs, and how simply trying to carry on providing the best care they can has contributed to feelings of loneliness, isolation and in some cases them reaching crisis point.

This is exactly what we are trying to stop happening but without doubt we are seeing carers trying to manage extraordinary levels of stress on themselves and their families.

We have continued to be on the frontline and there for carers with the support they need to help them overcome their challenges as much as we can.

This year we have been proud to help around 27,000 people with a variety of support enabling unpaid carers to have a break, prepare for any potential emergency and to have someone to talk to. However, there are over 150,000 carers living in Cambridgeshire, Peterborough and Norfolk who could need our support, so we recognise that we have so much more to do.

During the year we were particularly pleased to see the introduction of legislation entitling unpaid carers to have up to one-week of unpaid leave from their employment to help them in their caring role. While very welcome, it would however be even more beneficial if this leave was paid considering the financial pressures many working carers find themselves facing.

Our partnership with Care Network Cambridgeshire and Age UK Cambridgeshire and Peterborough to support the Integrated Care Board with hospital discharge work has gone exceptionally well. We have introduced a single point of access for hospital discharge teams to use to improve workflow and the seamless transition of patients. We are already seeing an increase in the number of patients being discharged, which is positive for individuals and the hospitals. Our partnership is also ensuring that, through our community 'at home' individuals are less likely to be readmitted to hospital. We are also able to identify unpaid carers to ensure they can access the ongoing support they are entitled to.

In April 2024 the Office of National Statistics released some data highlighting that by the time we get to 50 years old we are likely to have at least four years of caring ahead of us and that the more hours of care that we provide, the chance of us not being in good health increases hugely. While this doesn't come as a complete surprise, it does mean that our awareness work is vital in reaching more people to ensure they can prepare and know where to go for help. We have worked in schools, with employers and in the community so that more carers can be identified and receive support quickly. In 2023/24 we worked with over 1200 professionals.

While we remain proud of our achievements, we have also seen an increase in our running costs, with income remaining static.

It has been very challenging to respond to an increase in demand for our support when funding is simply not stretching as far as it used to. We were pleased, however, to be able to maintain our position as a real living wage employer and to be able to improve our benefits through the introduction of a death in service benefit and free online GP service.

We continue to explore new ways of reaching new people and have begun to investigate how we can make more use of Artificial Intelligence (AI), being thoughtful about how it can be part of our service delivery.

We constantly look for ways in which we can make ourselves more attractive as an employer as retaining our high quality, well trained and compassionate employees is critical to us being able to maintain our high-quality service delivery. We continue to receive the most humbling of compliments about our staff team from the carers and families we support so we know we need to work hard to retain them at Caring Together. Volunteers are making an increasing contribution to our work, and it has been wonderful to welcome a number of new volunteers during the year who work in our office as well as with our employees in the community. We extend our thanks to all our workers for their continued contribution to our work.

As we look forward to the next year, we will be embarking on a campaign to recruit some new Trustees to replace those who will be coming to the end of their term in the next couple of years.

Our Trustees bring their skills, experience, and passion to enable Caring Together to deliver its vision of 'no unpaid carer in crisis, isolated or struggling alone.' See **caringtogether.org/we-are-caring-together**

In 2024/25, Christina Wells who has been the chair of our Quality and Service Delivery Committee will be standing down and we wanted to take this opportunity to thank her for her incredible contribution and service over the last nine years.

And finally, we couldn't do what we do without the generosity of our supporters and funders. With funding not stretching, reducing in value and harder to get we have increased our investment in this area to increase growth. Thank you so much to all our donors for everything you have contributed to our work this year. We simply couldn't do what we need to do without it.

Stuart Evans
Chair of Trustees

Miriam Martin
Chief Executive

The vision that drives us

At Caring Together Charity our vision is a world with no unpaid carer in crisis, isolated or struggling alone.

In 2023/24 we supported 27,000 people – unpaid carers and those they look after – the equivalent of the population of a medium-sized town such as Gorleston-on-Sea, Huntingdon or Wisbech. Each of their stories is a reminder of why our support is vital.

When we reach the age of 50 each of us is likely to still have more than four years of caring for someone ahead of us. Caring affects us all.

As well as their caring responsibilities, unpaid carers are impacted by unparalleled pressures on the health and social care system, cost of living burdens, and almost half of them have their own health issues.

Without them our country's health and social care system would collapse.

Too many unpaid carers:

- are already at crisis point when they first speak to us.
- are just one step away not being able to cope.
- have struggled for months or years on their own without support.

We are striving to help carers in crisis and prevent others reaching that stage.

The NHS budget for England and Wales was £164 billion in 2020/21*.

*Figures from Valuing Carers research report Carers UK, May 2023 (Petrillo and Bennett, 2023).

How we are turning our vision into reality

Essential support when it is needed most

One diagnosis, an accident, or the health of someone close to us deteriorating and we are in a role we had no preparation for - facing the practical and emotional demands of caring and being a carer.

Navigating the health and social care system can be difficult, daunting and exhausting. Some carers tell us they've felt they were facing a 'brick wall' when in most need of support. Until speaking to us, they may not even have known they're entitled to support.

Our Caring Together helpline, and the advice line we operate as part of the Carers Matter Norfolk partnership, can be their first source of expert, and invaluable advice.

Personalised information and advice are given by phone, email or post. Our website, regular email newsletters and free Caring magazine give more ways carers can stay updated on the services and support available to them.

Over 23,000 calls, many giving carers the essential personalised advice they needed.

"I cannot begin to explain just how valuable I found the phone call... finally someone could "understand" my situation and actually listened to me instead of me coming up against a brick wall.

"Carers Matter [Norfolk] has helped me substantially by giving me help when I most needed it and by offering information and support that was invaluable."

Skills for caring

We help carers develop skills and knowledge to help them and the person they care for. We do this at carers' hubs, specific sessions, and by going along to other groups or events in the community.

The deep and wide demands carers face are reflected in the topics we cover - emergency first aid, carers' rights and entitlements, falls prevention, Technology Enabled Care, understanding dementia, the Mental Capacity Act, benefits, managing medication, legal and finance topics and more. Parent carers are given specific support around the changes they face as their child transitions to adult services. We also hold sessions to build carers' skills at managing their mental and emotional wellbeing.

Caring for someone can be hugely complex, but our support means it is not something people have to do alone.

"I've really enjoyed today. I've taken away tips to help me at home and... have had a much-needed break this morning.

"I have a list of things I need to do and now I feel equipped with the information I was lacking; I can finally get on and do them."

"Wow... so useful. I am so glad I came and looking forward to coming to some other sessions. This has given me the confidence I needed to move forward."

Over 250

trips, workshops, hubs and carer learning sessions. We are here to help carers as young as five through to 101.

Bringing carers together

Being an unpaid carer can make it hard to get out to see people, and carers may feel their role is not understood by those around them. By bringing carers together we can take away that sense of isolation and put them at the heart of a supportive community.

Our carers' hubs are held across Cambridgeshire and Peterborough for carers and the people they care for. Online sessions give an alternative way to get together.

The extent to which a carer's attention can be focused on the person they care for, means they may even feel guilty if they're taking time for themselves. Our trips and sessions put carers' needs and wellbeing first.

Whether it's a lunch together, time at the beach, a tour of Ely Cathedral, a massage, or a craft session – these times to switch-off are vital.

Supporting children who are carers

Children as young as five can be looking after someone in their family – a sibling, parent, or at times more than one person. Young carers are almost twice as likely to persistently miss school, and three times more likely to have a long-term mental health condition*.

To relieve the pressures, they need support, breaks and time to be a child or teenager - to simply do what other youngsters their age do.

Activities in schools and trips, such as heading for the zoo, an open farm, the seaside, or an outdoor adventure are valuable times for these youngsters. In Norfolk our young carers' forum gives carers time together and to have their voices heard.

*Children and Young People's Health Coalition - April 2024

"I get to be around people who are in the same position as me. The trips just make me happy. They give me a break; they make me be able to breathe properly."

"We want to say a big thank you for all the kind loving support you have given our family... you have been totally amazing... Caring Together gave the children a chance to be children, to have fun and have a break from their caring role... we are forever grateful."

"I'd been screaming out for help"

The demands of looking after someone can be overwhelming.

We support people facing incredibly challenging caring roles while also struggling with their own problems, including with mental and emotional health. Some of their situations are truly heartbreaking, and the professional support from our counselling team can be life changing, or even lifesaving.

"The counselling support from Caring Together has been life-saving. I was at rock bottom - feeling I was drowning and nobody cared... I'd been screaming out for help and it was the counselling that came through... This service is a lifeline."

"I honestly do not know where I would be if not for the counselling support you have provided.... I was broken and felt ignored and not listened to. I am now in a much better place."

We supported carers with more than 1,500 counselling sessions.

Giving carers peace of mind

Many carers' priority is to make sure the person they look after has everything they need. Our personalised homecare gives people more independence and choice.

We provide companionship, help to get out into the community, personal care, meal preparation and support with medication. But our role goes far beyond this.

Our What If? Plans take away carers' worry about what happens if an emergency means they are unable to support the person they care for. We can quickly put in place the care that is needed.

Getting someone home from hospital, without the right support in place, can be difficult. Our 'bridging care' provides the support needed for this, giving time for more on-going help to be put in place.

And sometimes carers simply need help so they can have a break from the demands of their role. In Cambridgeshire and Peterborough our homecare team step in so carers can go to their own medical appointments, or if they are at crisis point. While in Norfolk we deliver breaks as part of the Carers Matter Norfolk partnership.

Providing Day Clubs in March and Brampton means there are not only fun and relaxing activities for those who go along – but our staff are also there to provide for their personal care and medication needs. Again, giving peace of mind for carers and a way to take a vital break.

"It didn't feel the whole weight was on my shoulders. I knew there would be someone there in the morning.

"They were all terrific."

"You were there at a real time of need; the carers were all amazing!

"I would have been lost without you!"

"Your charity was a lifeline to both mum and dad.

"Trusting anyone else to look after mum was very tricky for dad but in his communication with you all, he found comfort, support and an understanding that you would honour your word and keep mum safe when he needed to attend appointments."

Almost **1,000** carers registered for our support in an emergency.

More than **5,000** carers are now signed up for this support if they need it.

We provided **over 44,000** hours of homecare, including help in an emergency, and giving carers breaks they need.

Raising awareness of carers

Nearly three-quarters of us who provide unpaid care, or have done so in the past, have never seen ourselves as a carer. This is a barrier to support that must be broken down.

We're raising awareness of carers with employers and in health, education, and community settings. This means more carers are recognised and supported.

We have worked with the media - including local radio and newspapers - to raise the profile of young carers, the Carer's Leave Act, and the need for carers to be identified and supported.

Carers' voices being heard

In 2023/24, our Carer Council continued to help shape our work. Carers gave their views on subjects including caring and work, the demands of caring, and what changes are needed in our 2023 Carers Speak Out report. This was sent to media, MPs and councillors across our area.

Young carers spoke powerfully through our Young Carers Action Day campaign, with two young people meeting MPs and the Children's Commissioner for England in Westminster.

"Your session today has really highlighted to me that sadly I am one of the statistics and am someone who has never really thought about myself being a 'carer'... I feel it's time I probably got in touch with the service."

"...I turned my camera off... I found the videos, especially the young carers, touched a nerve and I did have a cry."

167 awareness raising sessions reached 2,375 professionals.

30 organisations achieved the Carer Friendly Tick award, bringing the total to 115

Our team to support carers

We are proud of our team of employees and volunteers who are dedicated to the support we deliver. They work side-by-side to deliver support for unpaid carers and many have their own experience of looking after someone.

In 2023/24 our volunteers provided almost 3,000 hours of support for unpaid carers. They have valued roles as part of our Customer Services team, in giving companionship and sit-in services for carers through our Norfolk Befriending service, in supporting our hubs, clubs, and carer trips and in ensuring we can deliver other areas of support for carers.

We saw new roles created in our Fundraising team and People team to ensure we are able to provide sustainable and relevant support for carers. Growing our Norfolk advice line team has been part of developing this valued service for carers.

We were proud the year saw us achieve the Disability Confident tick, recognising the support we give to our team members who require adjustments or additional measures to be able to carry out their roles successfully. We have continued to be a living wage employer. And new benefits introduced included a group life insurance plan and a 24/7 GP service available to contracted staff and their families living with them.

Your support for our work

We are very grateful to the many people, community groups, grant-makers and companies that supported our work to help carers in 2023/24. Our 'Time for Tea in '23' campaign invited supporters to get together with friends for tea and cake and give much-needed donations to supporting carers. Thousands of pounds were raised as people enjoyed meeting up over a cuppa!

We were astonished at the enormous support for our 'Back to School' campaign which launched in September 2023 to help children who are carers. Our support for young carers in Cambridgeshire and Peterborough faced closure but donations from groups like Rotary Clubs, Masonic Lodges and Trusts, and many individuals meant our help for hundreds of children and young people has continued to run.

Other highlights included the fantastic Ullswater Way Challenge where a team of intrepid walkers raised £4,000 and Caring Together being chosen as one of the charities to benefit from the famous Thriplow Daffodil Weekend.

We are grateful for every donation, especially at a time many of us face stretched finances. It was also humbling to receive many donations in memory of loved ones who have passed away. All these special gifts will bring help and support to many families across our region.

Those who make regular gifts and who have pledged legacies, help us to secure our services for future generations of carers.

Risk, compliance and governance

Risk

The Board of Trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the Finance and Audit Committee, Quality and Service Delivery Committee, and Fundraising Committee.

Caring Together's performance framework is updated annually to ensure internal reporting is against relevant key performance indicators, which are designed with the key risks, strategic direction of the charity and opportunities in mind. At the end of each quarter, as part of our reporting, each risk is reassessed and the residual risk rated according to the impact of mitigating actions and any new intelligence, knowledge and experience. We also assess whether the risk is decreasing, stable or increasing, which enables Trustees to understand movements of risks when it isn't appropriate to change red-amber-green (RAG) ratings.

Risks, their assessment and mitigating actions, are scrutinised each quarter by the relevant sub-committee or the Board.

The Board receives an annual risk report. This provides the opportunity to review the impact of our risk management processes, how risks have changed throughout the year, to review the risk management policy and to ensure any learning is identified and influences future approaches to the management of risk.

Risk management is factored into business planning, performance management, the audit cycle, business continuity planning, project management, contract and grant applications and funding awards.

We started last year with key risks in the areas of:

Funding

We recognised that the external environment remained challenging and especially so for charities seeking to grow fundraised income and manage the continued pressure on contracts when inflation continued to be so high.

Local authorities remained unable to pay for the full cost of homecare, adding further strain on our overall financial position. However, to mitigate the risks of a potential reduction in funding we had high quality people leading our income generating activities and maintained positive relationships with funders and commissioners of services.

People

The employment market hadn't and may not recover from the post COVID world. It remained difficult to recruit for social care roles at both frontline and leadership levels. Failure to recruit and retain the right people could have had a direct impact on the ability we have to deliver services to unpaid carers. To mitigate these risks we appointed a new Head of People and Human Resources Business Partner to help ensure that the experience of both paid employees and volunteers was a positive one.

We refreshed our benefits offer which was rolled out during 2023. We maintained our position as a real living wage employer and factored in modest pay awards to our budgets.

Systems and processes

We had completed work to improve the security of our customers' data with the protection of our systems remaining front of mind. In order to further mitigate cyber security risks, this year saw the completion of penetration testing of our systems and we continued to roll out training and share learning if something went wrong.

As a result of the actions we took to mitigate risks during the year, we have:

- Successfully filled vacancies for critical roles and maintained staff retention rates to industry standards.
- Maintained our position as the leading provider of carer services across our geography and started to develop an improved online offer for those carers who prefer this type of engagement and way to access services.

Key risks for the organisation going forward:

Maintaining income

The landscape we work in remains challenging, seeing limited growth of income streams in the charity sector, and health and local authority budgets are under pressure which undoubtedly filters down to contract providers like Caring Together.

The fundraising strategy enters year two of the plan to grow income. We have a dynamic team, but recognise this work takes time in a competitive environment. The work of fundraising will offer a return on investment for the charity longer term.

We have seen a gradual reduction in private care hours delivered since pre-COVID times and the focus is to develop this business area as a response to secure and grow unrestricted income streams. During 2024/25 the charity is investing in a business development manager whose primary role is to focus on selling private care, which we consider a valued service provision.

People

Recruitment remains extremely challenging for frontline social care roles, and competition on websites mean this is a struggling recruitment source. The appointment of a Recruitment and Training Advisor should allow us to promote our roles more pro-actively, although this will take time to build. The charity's commitment to paying real living wage and continuing to develop our benefits

offering appears to be supporting better retention. However, we are still mid-range payers so this might change if we are not able to continue this. Failure to recruit the right people has a direct impact on the ability we have to deliver services to unpaid carers.

Systems and processes

We have thoroughly investigated potential uses of Artificial Intelligence (AI) and have identified a number of key situations with the potential to greatly help the charity. We intend to start rolling them out over the summer of 2024. We have also completed the governance work around this, including building the information governance for the use of AI and consulting carers about potential uses and what they find acceptable.

Compliance

Our homecare service is regulated by the Care Quality Commission (CQC). We have maintained our 'good' rating demonstrating our ongoing commitment and investment in maintaining high standards of care, ensuring our care professionals are highly trained and expert in the services they provide. Our fundraising activities are compliant with UK legislation and meet the required standards in overall fundraising ethics in the sector.

Governance

Our governing document

Fenland Crossroads was established in 1982, followed by Crossroads Cambridge City in 1984 and Crossroads South and East Cambridgeshire and Crossroads Huntingdonshire in 1985. Crossroads Huntingdonshire was registered as a charity in September 1992 and incorporated in February 2002. The charity was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. By 2011 all charities had merged into this organisation.

In the event of the company being wound up members (our Trustees) are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ('Caring Together') is governed by our latest Articles of Association and Memorandum dated 22 January 2022.

The Board

Appointment of Trustees

Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No Trustee will serve more than three, three-year terms, except in exceptional circumstances.

New Trustees are appointed through an open recruitment process targeting individuals with the diversity of skills, experience and knowledge that the Board has identified as needed to deliver the organisation's strategy and provide effective governance of the charity.

Interested parties apply and are invited to meet the chair and other Trustees for informal discussions. Should both parties want to proceed, prospective Trustees are invited to take part in a formal interview process with representatives from the Trustee Board and Senior Leadership Team, including the Chief Executive. All Trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

Newly appointed Trustees are given an induction pack based on good practice guidance issued by the Charity Commission.

The pack includes relevant policies and procedures, our Memorandum and Articles of Association, the latest financial statements, strategic plan and annual report.

New Trustees are invited to meet with the Chief Executive and Senior Leadership Team, and encouraged to visit our services to meet carers and shadow members of staff.

Trustees are supported to attend workshops and training sessions to improve their knowledge of charity governance and to network with Trustees of other organisations.

Organisation

The Board of Trustees meet routinely six times per year. The three formal sub-committees, Finance and Audit, Quality and Service Delivery and Fundraising, meet four times a year each. Strategic away days are held from time to time.

The Board sets up steering groups and task and finish groups to focus on the completion of specific activities.

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the Chief Executive, along with the Senior Leadership Team. The Chief Executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

We are a network partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181). In 2018 there were 150 members of the network working across the UK. We pay Carers Trust an annual partner fee.

We are also a member of Carers UK, an independent registered charity in England and Wales (No. 246329). Carers UK give expert advice, information and support to carers.

We seek to work in partnership with others so that we can reach and support more carers, and have worked together with over 60 voluntary and public sector organisations, as well as around 50 Carer Friendly Tick Award holders throughout the year.

A full list of our Carer Friendly Tick Award holders can be found on our website via **caringtogether.org/carer-friendly-tick**

Management

Pay policy for senior staff

The key management personnel of the charity are the Board of Trustees (directors) and the Senior Leadership Team, as listed on pages 48-49. All Trustees give of their time freely and none received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

The charity has an agreed remuneration policy. Salaries for the Senior Leadership Team are set and reviewed annually by the Board of Trustees in consultation with the Chief Executive as appropriate. The People team carry out a benchmarking exercise prior to pay review to ensure our employees are as fairly paid as possible within budget constraints and any additional increases are agreed with the relevant member of the Senior Leadership Team.

Increases in pay are kept within the budget agreed by the Board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

Environmental

Information on our green credentials

What we have done to reduce our carbon footprint:

- Increased recycling within our offices.
- Explored ways we can offset our carbon footprint as we deliver homecare. Although it needs to be appreciated that as we provide essential support within people's homes, we are unable to remove the environmental impact completely.
- Introduced a hybrid working policy which is working to offset some of our carbon footprint.
- Established our baseline metrics which we will be able to report on in the coming years.
- Considered environmental impact as part of our supplier evaluations.
- Our group of Green Champions continue to meet virtually to come up with ideas and practical ways to improve our green credentials.

Financial review and results for the year

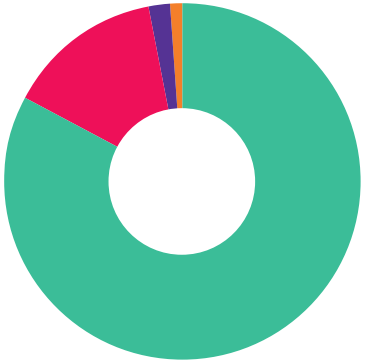
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Our charity has an effective system of internal control and major risks have been reviewed and systems and/or procedures have been established to manage those risks.

Overall, Caring Together made a deficit of £11.2k in the financial year to 31 March 2024 compared to a deficit of £159k in the previous year. Within this, however, we made a deficit on unrestricted-funded activities of £16.4k (2023: surplus £36.6k). We ended the year with unspent restricted grants of £95.6k (2023: £90.4k) which will be spent in 2024/25.

Income

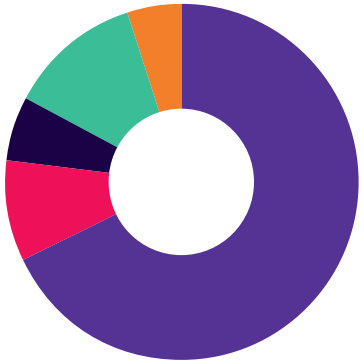
Our income decreased from the previous year by £26.5k (0.7%) to £3,944.2k (2023: decreased by £475k (10.7%) to £3,970.7k). Care fees and contracts continue to be our main sources of income.

We raised £4m income through:



- 83% care fees and contracts
- 14% grants receivable
- 2% donations and legacies
- 1% other income

We spent £4m on:



- 68% care and carer breaks
- 9% carer support
- 6% emergency care and hospital discharge
- 12% raising awareness
- 5% cost of raising funds

Care fees and contracts relate to CQC regulated services and provision of carers' support, which include our contract as a strategic partner with Cambridgeshire County Council. Care fees and contract income decreased by £6.2k to £3,282.7k.

Grants, donations and fundraising are our other sources of charitable income. Grant income in the year decreased by £30.2k to £542.6k. Our principal donors are listed in note 5 to the financial statements. Most grants have been provided for a specific purpose; any amounts unspent at the year-end are carried forward in restricted reserves. Donations and legacies of £84.9k are 12% lower than last year, the landscape for giving has been affected by cost of living making it very competitive on donor funds available in the charity sector. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure decreased by £174.3k (4%) to £3,955.4k in 2023/24, which partly reflects our decrease in service provision and variable direct costs during 2023/24. In addition there were reduced project costs from grant funded programmes not incurred. Savings within support costs came from staff vacancies not recruited throughout the year and promotional costs were considerably lower in the year. The organisation has continued to benefit from efficiency savings with hybrid working seeing a reduction in management travel costs from remote working. We also remain a real living wage employer.

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2024 our reserves are as follows:

	Current year	Previous year
Unrestricted funds	£675.7k	£692.1k
Restricted funds	£95.6k	£90k
Total charity funds	£771.3k	£782.5k
Average monthly operating costs	£290k	£334k
Number of months operating costs held as reserves	2.7	2.3

The assets backing these reserves are shown in note 20 to the financial statements. Note 18 details the use of restricted funds received during the year.

We retain the reserves level at 2-3 months of operating costs and the Trustees review the reserves policy annually using the guidance given by the Charity Commission.

After consideration of ongoing operating costs and potential calls on funds it is considered our liquidity and the reserves position is at a reasonable level to provide financial stability and means for future development.

Restricted funds were spent in line with donor funding and grant conditions. We picked up additional unrestricted funds for sustainability in future years. We kept our reserves at a level which is within our policy range.

Investment policy

The Trustees, having regard to the liquidity requirements of operating the charity, have set a policy to keep funds available in a current account, and one or more interest-bearing deposit account(s) where appropriate. Trustees have considered diversifying their investment policy and concluded that no action should be taken to progress this currently.

Fundraising

It is through fundraising that we can reach more carers and provide the services and support they need. We continued to prioritise fundraising in 2023/24 to generate income from a range of sources. We are very grateful to all supporters – both individuals and organisations.

Our approach to fundraising

During the year we have received support from grant making trusts, community groups, companies and individual supporters. We ran three major appeals in the year - for Carers Week 2023, our 'Back to School' campaign to support young carers, and at Christmas.

Our Back to School campaign in autumn 2023 galvanised individuals, companies, community groups and charitable trusts to stand together to make sure that children and young people who are carers across Cambridgeshire and Peterborough continued to receive our support. This has meant our support for young carers has continued and local children are getting the specialist help they need.

We were fortunate to receive grant funding support from foundations and trusts that had not supported us previously, including The Mercers' Company, who have enabled us to run a Befriending project in Norfolk reducing loneliness and isolation of carers at home.

We are very grateful to our Carer Friends, people who make monthly donations through Direct Debit. These regular donations help us to plan ahead, and ensure key services are funded and sustained into the future.

It has been an honour this year to receive many donations in memory of loved ones who have passed away. We also received a special legacy gift from a gentleman who had been helped by our charity and wanted to give back and help others. Many of the people we support make donations to say 'thank you' for the help they have received. Every donation made means we can help more carers locally so we are very grateful for these gifts.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and our Fundraising team comply with the Code of Fundraising Practice. All donations received are used for charitable purposes. There have been no reported failings in the compliance with the code during 2023/24.

We have an ethical fundraising policy and all fundraising team members are aware and supportive of our ethical approach to fundraising.

No fundraising activity is currently incentivised through pay or other means. Our approach to fundraising is through relationship building.

Monitoring of fundraising carried out on our behalf

During 2023/24 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities. Where fundraising activities have been known to us, we have provided support and guidance as appropriate.

Fundraising complaints

We have a complaints policy and procedure. We have not received any fundraising complaints during the fundraising period.

Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate

We follow regulations relating to privacy and data protection in all matters, including fundraising. Within our systems we maintain a system of permissions to ensure that people we are in contact with are able to inform us of their contact preferences. All fundraising appeals include information about how to 'opt out' of fundraising letters.

We have an ethical fundraising policy. Our fundraising team members are aware of our ethical approach to fundraising and the requirements to adhere to the framework provided by the Code of Fundraising Practice.

Our staff are required to complete mandatory training which includes data protection, safeguarding of adults, and safeguarding of children. This training is undertaken on an annual basis thereafter and reminders are sent automatically from our e-learning system.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Caring Together for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Trustees are aware:

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

Auditors

The Auditors, Price Bailey LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by order of the Board of Trustees on 7 August 2024 and signed on its behalf by:

Stuart M Evans

Stuart Evans
Chair of Trustees

Independent auditor's report to the members of Caring Together Charity

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Independent auditor's report to the members of Caring Together Charity (continued)

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 directors' report included within the Trustees' report.

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

- adequate and proper 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

Independent auditor's report to the members of Caring Together Charity (continued)

- 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 directors report or from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 23, 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the charitable company not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements.

Independent auditor's report to the members of Caring Together Charity (continued)

In relation to the charitable company this included financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.
- Reviewing minutes of Trustee Board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures put in place by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at **frc.org.uk/auditorsresponsibilities**. This description forms part of our auditor's 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 auditor's 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 the charitable company's members for our audit work, for this report, or for the opinions we have formed.

S. Jordan

9 August 2024

Shaun Jordan ACA (Senior Statutory Auditor)
For and on behalf of Price Bailey LLP
Chartered Accountants Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2024

Statement of financial activities (including income and expenditure account)

Income	Notes	Unrestricted funds £000	2024 Restricted funds £000	**Total funds £000**	2023 Total funds £000
Donations and legacies					
Donations and legacies	3	**70.4**	**14.5**	**84.9**	**96.3**
Grants receivable	5	**-**	**542.6**	**542.6**	**572.8**
Income from charitable activities					
Care fees and contracts	4	**3,282.7**	**-**	**3,282.7**	**3,288.9**
Other charitable income	4 + 6	**2.0**	**-**	**2.0**	**1.5**
Investment income		**16.0**	**-**	**16.0**	**0.4**
Other income	7	**16.0**	**-**	**16.0**	**10.8**
Total income		**3,387.1**	**557.1**	**3,944.2**	**3,970.7**
Expenditure					
Costs of raising funds		**186.2**	**-**	**186.2**	**119.7**
Expenditure on charitable activities		**3,217.3**	**551.9**	**3,769.2**	**4,010.0**
Total expenditure	8	**3,403.5**	**551.9**	**3,955.4**	**4,129.7**
Net movement in funds for the year		**(16.4)**	**5.2**	**(11.2)**	**(159.0)**
Reconciliation of funds					
Total funds brought forward		**692.1**	**90.4**	**782.5**	**941.5**
Total funds carried forward	17, 18 + 20	**675.7**	**95.6**	**771.3**	**782.5**

There were no recognised gains or losses for 2024 or 2023 other than those included in the statement of financial activities.
All activities are continuing.

Note 24 refers to the prior year statement of financial activities.

The notes on pages 32 to 46 form part of these financial statements.

Balance sheet

	Notes	2024 £000	2023 £000
Fixed assets			
Tangible assets	13	**63.6**	**82.9**
Current assets			
Debtors	14	**336.4**	**1,035.8**
Investments	15	**300.0**	**-**
Cash at bank and in hand		**597.3**	**513.9**
Total current assets		**1,233.7**	**1,549.7**
Liabilities			
Creditors falling due within one year	16	**521.1**	**847.7**
Provision for dilapidations		**4.9**	**2.4**
Net current assets		707.7	699.6
Net assets		**771.3**	**782.5**
The funds of the charity			
Unrestricted funds	17	**675.7**	**692.1**
Restricted funds	18	**95.6**	**90.4**
Total charity funds		**771.3**	**782.5**

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf, by Stuart Evans and Alison Griffiths.

Stuart M Evans

Stuart Evans
Chair
7 August 2024

Alison B Griffiths

Alison Griffiths
Honorary Treasurer
7 August 2024

	Notes	2024 £000	2023 £000
Cash generated from/(used in) operating activities	21	**382.5**	**(134.4)**
Cash flows from investing activities			
Purchase of equipment		**(15.1)**	**(8.1)**
Purchase of investments		**(300.0)**	**-**
Interest income		**16.0**	**0.4**
Cash flows used in investing activities		**(299.1)**	**(7.7)**
Increase/(decrease) in cash and cash equivalents in the year		**83.4**	**(142.1)**
Cash and cash equivalents at the beginning of the year		**513.9**	**656.0**
Total cash and cash equivalents at the end of the year		**597.3**	**513.9**

Reconciliation of net cash flow to movement in net debt

	Notes	2024 £000	2023 £000
Increase/(decrease) in cash in the year being movement in net funds in the year	22	**83.4**	**(142.1)**
Net funds at 1 April		**513.9**	**656.0**
Net funds at 31 March		**597.3**	**513.9**

Notes to the accounts

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 (Charities SORP (FRS 102))), and the Companies Act 2006.

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently nine (2023: eight) Trustees who are also the members of the company, names on page 48. 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 charity is a registered charity. The registered office of the charity is L D H House, Parsons Green, St Ives, Cambridgeshire, PE27 4AA.

The charity 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 note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

(b) Preparation of the accounts on a going concern basis

The Board of Trustees consider that there are sufficient reserves held at the year end to manage any foreseeable changes in contracts and other income sources for the charity.

The Board of Trustees have reviewed and approved a forecast which shows the charity trading sustainably beyond the next 12 months. Consequently at the time of approving the financial statements, the Trustees have an expectation that the charity has adequate resources to continue operations for more than 12 months and believe there are no material uncertainties about the charity's ability to continue as a going concern, and have therefore adopted the 'going concern' basis in preparing the accounts.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

(d) Donated services and facilities

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts.

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose.

(g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as charity ball and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 9.

(i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(j) Depreciation

Individual tangible fixed assets, or projects, costing £1,000 or more are capitalised at cost, apart from all laptops and no mobile phones are capitalised. Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset category	Annual rate
Equipment	25% straight line
Motor vehicles	25% straight line
Furniture and fittings	20% straight line

(k) Debtors

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

(l) Cash at bank and in hand

Cash at bank and cash 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.

(m) Current asset investments

Current asset investments include investments with a maturity of between three and twelve months from the date of acquisition or opening of the deposit or similar account.

(n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(o) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

The pension liability and expense is allocated between restricted and unrestricted funds according to the staff time taken on each activity.

(p) Financial instruments

The charity 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. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(q) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical accounting judgements or key sources of estimation uncertainty requiring disclosure.

3 Income from donations and legacies

	2024			2023		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Gifts	70.4	14.5	**84.9**	80.7	10.6	**91.3**
Legacies	-	-	**-**	5.0	-	**5.0**
Grants receivable (see note 5)	-	542.6	**542.6**	-	572.8	**572.8**
	70.4	**557.1**	**627.5**	**85.7**	**583.4**	**669.1**

Income from donations and legacies comprises income generated from the following sources:

- gifts and donations received/receivable including legacies
- any tax reclaimed on amounts received under gift aid.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

4 Income from charitable activities

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	**2024 Total £000**
By source:					
Care fees and contracts	2,191.3	342.7	474.6	274.1	**3,282.7**
Other income	-	2.0	-	-	**2.0**
Total income from charitable activities	**2,191.3**	**344.7**	**474.6**	**274.1**	**3,284.7**

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	2023 Total £000
By source:					
Care fees and contracts	2,317.9	302.5	403.6	264.9	**3,288.9**
Other income	1.1	-	-	0.4	**1.5**
Total income from charitable activities	**2,319.0**	**302.5**	**403.6**	**265.3**	**3,290.4**

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2024			2023		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
BBC Children in Need	-	10.0	**10.0**	-	51.5	**51.5**
Cambridgeshire Community Foundation	-	23.0	**23.0**	-	10.0	**10.0**
Cambridgeshire County Council (Mind the Gap)	-	-	**-**	-	1.3	**1.3**
East of England Co-op Community Carers Fund	-	10.0	**10.0**	-	-	**-**
Ely North Primary Care Network	-	-	**-**	-	6.1	**6.1**
Evelyn Trust	-	35.8	**35.8**	-	14.2	**14.2**
Hunstanton Round Table	-	-	**-**	-	8.1	**8.1**
Hutchinson's Charitable Fund	-	9.0	**9.0**	-	-	**-**
Huntingdon Freemen's Trust	-	7.0	**7.0**	-	-	**-**
The Mercers' Company	-	43.2	**43.2**	-	-	**-**
The National Lottery Community Fund (Reaching Communities/ Connecting Carers)	-	87.3	**87.3**	-	85.1	**85.1**
NHS Cambridgeshire and Peterborough Integrated Care Board	-	259.6	**259.6**	-	255.0	**255.0**
NHS Norfolk and Waveney Integrated Care Board (Counselling)	-	-	**-**	-	25.0	**25.0**
NHS Norfolk and Waveney Integrated Care Board (Kings Lynn and West Norfolk Health and Wellbeing Partnership - Counselling)	-	-	**-**	-	40.0	**40.0**
NHS Norfolk and Waveney Integrated Care Board (Training)	-	7.9	**7.9**	-	-	**-**
Norfolk Carers Partnership	-	-	**-**	-	42.8	**42.8**
Norfolk Community Foundation (Your Big Idea)	-	-	**-**	-	10.0	**10.0**
Norfolk Community Fund (Love Norfolk)	-	5.0	**5.0**	-	-	**-**
Others £5,000 and below	-	44.8	**44.8**	-	23.7	**23.7**
	-	**542.6**	**542.6**		**572.8**	**572.8**

The grants we receive are for the support of carers.

We have no unfulfilled conditions and other contingencies attached to grants that have been recognised in income.

6 Other charitable income

	2024			2023		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Other income	2.0	-	**2.0**	1.5	-	**1.5**
	2.0	**-**	**2.0**	**1.5**	**-**	**1.5**

7 Other income

	2024 £000	**2023 £000**
Other income	**16.0**	**10.8**
	16.0	**10.8**

8 Analysis of expenditure

Activity by type:	2024			2023		
	Direct costs £000	Support costs £000	**2024 Total £000**	Direct costs £000	Support Costs £000	**2023 Total £000**
Care and carers breaks	1,837.7	872.0	**2,709.7**	1,953.2	953.1	**2,906.3**
Carer support (information, advice and guidance)	230.7	110.0	**340.7**	240.8	106.2	**347.0**
Emergency care and hospital discharge	176.7	80.0	**256.7**	206.2	102.0	**308.2**
Raising awareness	310.1	152.0	**462.1**	306.5	142.0	**448.5**
Fundraising costs	-	186.2	**186.2**	-	119.7	**119.7**
Total expenditure on activities	**2,555.2**	**1,400.2**	**3,955.4**	**2,706.7**	**1,423.0**	**4,129.7**

Expenditure on the charitable activities by the company was £3,769.2k (2023: £4,010.0k) of which £3,217.3k was unrestricted (2023: £3,231.0k) and £551.9k was restricted (2023: £779.0k). Cost of generating income in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the five key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

General support	General support £000	Governance function £000	**2024 Total £000**	General support £000	Governance function £000	2023 Total £000	Basis of apportionment
Annual report, audit and AGM	-	14.4	**14.4**	-	13.4	**13.4**	Direct staff cost
Trustees' expenses and training	-	0.3	**0.3**	-	0.3	**0.3**	Direct staff cost
General office, HR and finance staff	468.9	160.1	**629.0**	576.6	142.7	**719.3**	Direct staff cost
Premises	144.3	-	**144.3**	116.5	-	**116.5**	Desks used
IT and communications	262.9	-	**262.9**	304.7	-	**304.7**	Direct staff cost
Fundraising	186.1	-	**186.1**	119.7	-	**119.7**	Direct staff cost
Subscriptions, insurance and professional fees	94.5	-	**94.5**	77.6	-	**77.6**	Direct staff cost
Staff welfare and recruitment	34.2	-	**34.2**	40.1	-	**40.1**	Direct staff cost
Depreciation	34.4	-	**34.4**	31.4	-	**31.4**	Direct staff cost
Total	**1,225.3**	**174.8**	**1,400.1**	**1,266.6**	**156.4**	**1,423.0**	

10 Net income/(expenditure) for the year

This is stated after charging:	**2024 £000**	2023 £000
Depreciation	**34.4**	**31.4**
Audit fee	**14.4**	**8.4**
Operating lease rentals – land and buildings and equipment	**133.6**	**140.0**

11 Staff costs, Trustee remuneration and expenses, and the cost of key management personnel

The staff costs were:	**2024 £000**	2023 £000
Wages and salaries	**2,716.9**	**2,784.7**
Social security costs	**231.4**	**240.4**
Payments for termination of employment	**3.9**	**19.0**
Pension costs	**57.3**	**59.0**
	3,009.5	**3,103.1**

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2023: 2)		
	£60,000-£69,999	£70,000-£79,999
Number of people 2024	**1**	**1**
Number of people 2023	**1**	**1**

The charity Trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2023: £nil). Neither were they paid for professional or other services supplied to the charity (2023: £nil). No Trustee expenses were paid during the accounting period. (2023: £nil).

The key management personnel of the charity comprise:

The Trustees, Chief Executive, Director of Finance and Resources, Director of Operations, Head of Care/Registered Manager for Care, Head of People, Head of Fundraising and Communications, and Head of Digital and Business Intelligence. The total employee benefits of the key management personnel of the charity were £362k (2023: £401.8k). The key management personnel of the company are listed on pages 48 and 49 of the Trustees' annual report.

The charity operates a defined contribution pension scheme. Contributions totalling £25,067 (2023: £13,033) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:	**2024 £000**	2023 £000
Payments in lieu of notice	**3.9**	**17.3**
Redundancy	**-**	**1.7**
Total	**3.9**	**19.0**

12 Staff numbers

The average monthly head count was 123 staff (2023: 130 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2024 Number	2023 Number
Senior management	**5.8**	**7.3**
Service delivery	**73.7**	**89.9**
Administration and finance	**9.8**	**13.8**
Total full-time equivalent	**89.3**	**111.0**

13 Fixed assets

All funded by unrestricted reserves	Equipment £000	Furniture and fittings £000	**Total £000**
Cost			
At 1 April 2023	73.4	65.1	**138.5**
Additions	15.1	-	**15.1**
At 31 March 2024	**88.5**	**65.1**	**153.6**
Depreciation			
At 1 April 2023	38.3	17.3	**55.6**
Depreciation charge	21.3	13.1	**34.4**
At 31 March 2024	**59.6**	**30.4**	**90.0**
Net book value			
At 1 April 2023	**35.1**	**47.8**	**82.9**
At 31 March 2024	**28.9**	**34.7**	**63.6**

14 Debtors: due within one year

	2024 £000	2023 £000
Trade debtors	128.8	831.8
Prepayments and accrued income	195.1	189.5
Other debtors	12.5	14.5
	336.4	1,035.8

15 Current asset investments

	2024 £000	2023 £000
Cash deposits	300.0	-
	300.0	-

16 Creditors: due within one year

	2024 £000	2023 £000
Trade creditors	100.2	182.2
Accruals and deferred income	271.6	495.8
Taxation and social security	123.5	153.0
Other creditors	25.8	16.7
	521.1	847.7

Deferred income:	2024 £000	2023 £000
Balance b/fwd	431.7	75.3
Released in year	(431.7)	(75.3)
Deferred in year	(213.0)	431.7
Balance c/fwd	(213.0)	431.7

17 General reserves

	2024				2023			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
General reserve	692.1	3,385.2	3,401.6	**675.7**	655.5	3,387.3	3,350.7	**692.1**

18 Analysis of movements in restricted funds

	2024				2023			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	-	42.3	38.8	3.5	13.3	159.0	172.3	-
Norfolk young and young adult carers* - for carers aged up to 18 years	13.0	22.5	17.5	18.0	-	26.5	13.5	13.0
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	5.0	12.5	10.0	7.5	4.1	10.0	9.1	5.0
Big Lottery Reaching Communities - community based projects supporting carers	59.0	87.7	102.5	44.2	34.0	86.4	61.4	59.0
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	13.4	392.1	383.1	22.4	234.6	301.5	522.7	13.4
	90.4	**557.1**	**551.9**	**95.6**	**286.0**	**583.4**	**779.0**	**90.4**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

19 Other commitments

	Land and buildings		Equipment	
	2024 £000	2023 £000	**2024 £000**	2023 £000
Expiry date:				
In less than one year	**64.1**	**96.1**	**26.3**	**31.3**
Between one and five years	**-**	**64.0**	**33.6**	**30.2**
In over five years	**-**	**-**	**-**	**-**
	64.1	**160.1**	**59.9**	**61.5**

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires in November 2026, with a break clause in November 2024.

20 Analysis of net assets between funds

	2024			2023		
	General £000	Restricted £000	**Total £000**	General £000	Restricted £000	Total £000
Tangible fixed assets	63.6	-	**63.6**	82.9	-	**82.9**
Cash at bank and in hand	501.7	95.6	**597.3**	423.5	90.4	**513.9**
Investments	300.0	-	**300.0**	-	-	**-**
Other net current liabilities	(189.6)	-	**(189.6)**	185.7	-	**185.7**
	675.7	**95.6**	**771.3**	**692.1**	**90.4**	**782.5**

21 Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £000	2023 £000
Net movement in funds	**(11.2)**	**(159.0)**
Adjustment for:		
Depreciation charge	**34.4**	**31.4**
Interest from dividends, interest and rents from investments	**(16.0)**	**(0.4)**
Increase/(decrease) in debtors	**699.4**	**(348.5)**
(Decrease)/increase in creditors	**(326.6)**	**339.7**
Increase in dilapidations provision	**2.5**	**2.4**
Net cash used in operating activities	**382.5**	**(134.4)**

22 Analysis of changes in net debt - current year

	31 March 2023 £000	Cash flow £000	Other non cash changes £000	**31 March 2024 £000**
Cash at bank and in hand	513.9	83.4	-	**597.3**

	31 March 2022 £000	Cash flow £000	Other non cash changes £000	31 March 2023 £000
Cash at bank and in hand	656.0	(142.1)	-	**513.9**

23 Related party transactions

There are no related party transactions in this or the prior financial year (2023: none).

24 Prior year statement of financial activities

	2023		
	Unrestricted funds £000	Restricted funds £000	Total funds £000
Donations and legacies			
Donations and legacies	85.7	10.6	**96.3**
Grants receivable	-	572.8	**572.8**
Income from charitable activities:			
Care fees and contracts	3,288.9	-	**3,288.9**
Other charitable income	1.5	-	**1.5**
Investment income	0.4	-	**0.4**
Other income	10.8	-	**10.8**
Total income	**3,387.3**	**583.4**	**3,970.7**
Expenditure			
Costs of raising funds	119.7	-	**119.7**
Expenditure on charitable activities	3,231.0	779.0	**4,010.0**
Total expenditure	**3,350.7**	**779.0**	**4,129.7**
Net movement in funds for the year	**36.6**	**(195.6)**	**(159.0)**
Reconciliation of funds			
Total funds brought forward	655.5	286.0	**941.5**
Total funds carried forward	**692.1**	**90.4**	**782.5**

Legal and administrative details

Legal name	Caring Together Charity
Trading name	Caring Together Charity
Charity number	1091522
Company number	4379948
Registered office	L D H House, Parsons Green, St Ives, Cambridgeshire PE27 4AA

Our advisors

Auditors	Price Bailey, Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ
Bankers	Lloyds Bank plc, PO Box 1000, BX1 1LT
Solicitors	Buckles Solicitors LLP, Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

Directors and Trustees

The directors of the charitable company (the charity) are its Trustees for the purpose of charity law. The Trustees and Senior Leadership Team serving during the year and since the year end were as follows:

Trustees	Appointed
Stuart Evans (Chair)	August 2017
Alison Griffiths (Honorary Treasurer) [1]	June 2016
Vicki Hayes	November 2023
Mandy Hill	September 2021
David Hipple	February 2017
Leanne Leverton (resigned Feb 2024)	September 2023
Christy O'Connell	September 2021
Bertone Santos Socorro	August 2023
Donna Talbot [2]	June 2021
Howard Tidman (resigned Aug 2023)	September 2021
Christina Wells [3]	February 2016

Senior Leadership Team	
Chief Executive	Miriam Martin
Director of Finance and Resources	Neil Portor
Director of Operations	Sarah Harvey
Head of Care/Registered Manager	Lisa Downs
Head of People	Natalie Chandler
Head of Fundraising and Communications	Zoe Bunter
Head of Digital and Business Intelligence	John Platten

[1] Chair of Finance and Audit Committee
[2] Chair of Fundraising Committee
[3] Chair of Quality and Service Delivery Committee

Our Trustees

Stuart Evans - Chair of Trustees

Entrepreneur Stuart previously chaired Arthur Rank Hospice Charity and was a board member of the East of England Development Agency. He and his wife adopted three children and have first-hand experience of caring.

Alison Griffiths – Honorary Treasurer

Alison, a chartered accountant, brings vast professional expertise to the Board and was a director of taxation in international FTSE 100 groups. She is a Trustee of Cambridgeshire Community Foundation.

Vicki Hayes

Vicki is an experienced Regulatory Professional and Team Leader with 20 years of experience in the pharmaceutical and biotech Industry. She has previously been a Board Director at a professional services company and a Governor at a local primary school.

Mandy Hill

As managing director of Academic Publishing at Cambridge University Press, Mandy is skilled in delivering improved performance, strategic innovation and collaborative engagement.

David Hipple

David brings considerable financial and general management skills to the charity having spent over 35 years as a chartered accountant and director of finance for a number of large and medium sized groups in both the public and private sector.

Christy O'Connell

Christy has worked in the legal sector for over ten years and is currently a Counsel in the corporate team at Cleary Gottlieb, Steen & Hamilton LLP.

Bertone Santos Socorro

Bertone has worked as a Senior Leader for the NHS over nine years across different specialties. His passion for community services has led him to pursue his career as a Mental Health, Learning Disability and Autism Senior Programme Manager with the Norfolk and Waveney Integrated Care Board.

Donna Talbot

Donna has extensive experience in generating voluntary income from a variety of sources. She is currently Chief Executive Officer at Emmaus Cambridge.

Christina Wells

Christina spent over 25 years working at a senior level in the public sector and has a wide range of experience, particularly within the NHS. Her interests include promoting the health and wellbeing of carers, developing carer friendly communities and safeguarding.

Please see our website for full biographies

Our Senior Leadership Team

Miriam Martin – Chief Executive

Miriam has worked in the charity sector for over 20 years, including as Chief Executive at Action for Blind People, a UK-wide charity with a budget of £23mn, 900 staff and 400 volunteers, supporting 90,000 people each year.

Sarah Harvey – Director of Operations

Sarah is an experienced senior manager in adult and child social care, having worked for the local authority, private and charitable organisations.

Natalie Chandler - Head of People

Natalie has over 20 years experience as a human resources professional. Before joining Caring Together Natalie was operations manager for a successful local homecare organisation.

John Platten - Head of Digital and Business Intelligence

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in a range of sectors.

Neil Portor - Director of Finance and Resources

Neil is a qualified accountant with experience working in an executive role and reporting at board level within the charity sector, having worked at YMCA for over 25 years.

Lisa Downs – Head of Care/ Registered Manager for Care

Lisa began her journey in social care as a coordinator and became a registered manager in 2016. After a short tenure working in bids and contracts, she realised her passion lies closer to the frontline of the industry.

Zoe Bunter - Head of Fundraising and Communications

Zoe has worked as a charity fundraiser for over 20 years. She has worked in both large national charities and smaller local organisations, raising essential funding for their work.

Please see our website for full biographies

We provide homecare
pem Charitable Trust
HSBC
Date 9.10.2023
Pay CARING TOGETHER CHARITY
ONE THOUSAND POUNDS ONLY
£ 1000
For and on Behalf PEM CHARITABLE TRUST

TOG24

Willowbank

10
Dear Prime Minister
CARERS TRUST

THANK YOU!
Caring Together Charity
No unpaid carer in crisis

NHS ENGLAND

Wicksteed

Caring Together Charity

No unpaid carer in crisis

L D H House
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E hello@caringtogether.org
caringtogether.org

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

Inspected and rated Good
Care Quality Commission

Provider ID 1-19234275

A Network Partner of CARERS TRUST

Registered with FUNDRAISING REGULATOR

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v1.0

CARING TOGETHER CHARITY

England & Wales - Charity number 1091522

Accounts

Caring Together Charity

No unpaid carer in crisis

Annual report and accounts 2022/23

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

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Welcome to the 2022/23 Caring Together annual report

The environment we are working in has shifted extraordinarily in recent years with the needs of unpaid carers more acute than ever before. A lot has changed including the impact of Brexit, the coronavirus pandemic, unparalleled pressures on our health and social care system and the very real cost of living burdens.

These have all hit unpaid carers of all ages hard.

In June 2022 we launched our 'Carer's speak out' campaign, asking unpaid carers to share their experiences with us. They told us that caring is a source of constant stress and trauma, it's tough and so tiring, relentless with some sharing that they felt like they were losing their own life as caring needs grow.

In January 2023 the data on health, disability and unpaid care from the 2021 Census was released. There are over 150,000 self-declared unpaid carers aged five years and over across Cambridgeshire, Peterborough and Norfolk. Over 45,000 are providing over 50 hours of unpaid care each week. This equates to an economic contribution of £4.8bn each year. The national figure is £162bn, roughly equivalent to annual NHS spending.

People who look after a family member or friend are critical to the health and social care system. This 'system' is in crisis, with examples of failure being reported on a daily basis as we speak to unpaid carers. The urgency of finding a solution to this crisis includes needing to ensure unpaid carers are recognised, valued and supported.

At Caring Together we play an essential part in addressing this situation in our area, but we cannot do this alone. During the year we have been proactive in supporting national campaigns, raising awareness of the issues that unpaid carers face and delivered a range of services that really make a difference.

We were delighted to support the Carers UK campaign for carer's leave. This is now legislation which entitles every working carer to five days of unpaid leave annually to help them with their caring role. We hope that employers will go one step further and make this paid leave as we do at Caring Together.

For the first time there is now a young carer indicator that schools have to include in their school census returns. This means that schools will need to find ways of identifying young carers who face increased pressures and often carry an immense amount of responsibility. Young carers will then be able to access the support they need earlier to help them balance their learning and their caring role. This is essential as we know young carers leave school with grades at least two levels lower than their peers.

We are delighted to have forged the Voluntary Sector Alliance with Care Network Cambridgeshire and Age UK Cambridgeshire and Peterborough to support the integrated care system in improving the coordination and effectiveness of hospital discharges.

We are often told by unpaid carers that they continue to be left out of discharge decisions, or don't feel supported when the person they care for arrives home, often without warning. This alliance, commissioned by the Integrated Care Board from April 2023, aims to deliver a wraparound holistic support service to ensure that patients are discharged safely and with the right support in place when they get home.

During the year we have completed phase one of our digital transformation plan adding a new human resources system to our portfolio. We have completed the final actions relating to our trustee board review, ensuring our governance is effective and robust. We have also started to measure our carbon footprint with a view to reporting on our progress from next year as to how we will become carbon neutral. We remain financially strong with a focus on income generation and cost control. We ended 2022/23 with a deficit as a result of expending restricted reserves as planned from income received in 2021/22. Unrestricted reserves have increased as a result of our financial performance.

However, there is still so much more to do. We have launched a new strategy with a new vision which we believe articulates the urgency of need for help for unpaid carers. 'No carer in crisis, isolated or struggling alone' becomes our new purpose with everything we do focussed on preventing unpaid carers from reaching this point and getting help and support sooner.

It has been another year of hearing from those who use our services, how amazing our team are. Often going above and beyond the call of duty to ensure unpaid carers are supported. Both our paid employees and growing number of volunteers are much admired and valued. We continue to be immensely grateful for all they do.

We couldn't do what we do without the incredible generosity of our supporters and funders. Thank you so much for everything you have contributed to our work this year. We simply couldn't do what we need to do without it.

Stuart Evans
Chair of trustees

Miriam Martin
Chief executive

Who we are and what we do

We are a charity supporting unpaid carers of all ages across Cambridgeshire, Peterborough and Norfolk.

What is an unpaid carer?

An unpaid carer is anyone, including children and adults, who looks after a family member, partner or friend who needs help because of their illness, disability, a mental health problem or an addiction, and would struggle to cope without their support.

In the 2021 census 150,015 individuals identified themselves as unpaid carers in the areas we work with over 45,000 of them caring for more than 50 hours per week.

We celebrated our 40th anniversary in 2022. Over this past 40 years we have dedicated ourselves to doing all we can to ensure unpaid carers can access the care and support they have needed to make their caring role easier.

Whilst we are proud of all we have achieved, being an unpaid carer remains extremely challenging so we are:

Providing practical support for carers to make their caring role more manageable and less stressful.

Raising awareness of the issues unpaid carers face and campaigning locally.

Fundraising so we can provide ongoing support to unpaid carers of all ages, and help more people.

A Network Partner of Carers Trust and a member of Carers UK. Our homecare services are currently rated 'Good' by the Care Quality Commission (CQC) and our fundraising activities are regulated by the Fundraising Regulator.

Employing around 130 members of staff, with 70 of those being members of our homecare team. This equates to 111 full-time equivalents.

Supported by over 60 volunteers who carry out a variety of important roles.

Freddie's story

Although Freddie is just 13 years old, he is a carer for his mum, Emma, and his four younger sisters.

Emma is disabled due to Functional Neurological Disorder. She uses a wheelchair and is in chronic pain much of the time. Her condition also causes sudden weakness in her limbs which means that trying to cook can be very dangerous. She could easily lose her grip on a full kettle or hot pan.

Although Freddie's dad would love to do more at home, he has to work long hours as a security guard to try to make ends meet. When Emma became ill she was forced to give up work.

If Freddie's dad wasn't working the family would be plunged into poverty.

Freddie bears a heavy burden of responsibility on his young shoulders.

He always makes sure there is an evening meal prepared for his sisters – Jasmine, aged 11, Amy, nine and twins Maisie and Megan aged eight. Freddie also makes breakfast for his sisters and makes their sandwiches for lunchtime. He tidies the kitchen after he's finished cooking and has even been asking his cookery teacher at school about food hygiene so he can make sure he prepares food safely.

Children like Freddie can't come home and watch TV, play computer games, meet their friends or even do their homework. There are family members who need them.

> **"You just need to know how grateful we are and that it does really help. My children look forward to the groups and activities and it's the highlight of their week. They look forward to it and they ask when the next one's on. I just want you all to know how much I appreciate it. It puts tears in my eyes because I know you're there looking out for my children."**

Carer voice

For the needs of unpaid carers to be understood and taken into account it is essential the voices of carers are heard.

We worked to give carers opportunities to speak out and have their say on issues that affect them – at times these were where the needs or impacts on carers might not otherwise be recognised.

Carers speak out

During Carers Week in June 2022, we launched our Carers speak out webpage which gave unpaid carers an opportunity to tell us and others about the issues which affect them. The comments we received showed how many carers are at breaking point.

Ahead of Carers Rights Day in November 2022, we published a report highlighting the stark challenges faced by unpaid carers of all ages.

The report made recommendations as to what needs to happen at both a local and national level to improve carers' lives.

It was shared with local MPs, Government ministers, local authorities and others.

While in theory carers do have a number of rights, these are often not the reality of what they experience.

We called for urgent action to be taken both locally and nationally to address the key challenges carers face.

The report highlighted four key messages that came through very clearly from carers:

1. Caring continues to have a hugely detrimental impact on the health, wellbeing and lives of unpaid carers of all ages.
2. Carers feel that they are not recognised, nor is the vital role that they play in supporting the person/people they care for.
3. Carers need there to be better communication from and with professionals supporting the person they care for.
4. Carers and the people they care for are not getting the support that they desperately need.

Our Carers speak out webpage remains open, giving carers and former carers a place to talk about the difficulties they face (or faced in the past) and say what needs to change.

Carer council

Our Carer council meets quarterly to make an essential contribution to the work of Caring Together.

In 2022/23 the council helped us shape the engagement and communications for Carers speak out with the council chair, Steve Acklam writing the foreword.

The council helped us create our new strategy and vision, contributed to our digital development work, fundraising activities, consultations and surveys and the relaunch of our Caring magazine.

Voices at local and national level

We worked to make carers aware of opportunities to speak out on issues at local and national level.

- We made carers aware of the Carer's Leave Bill which was introduced by Wendy Chamberlain MP, the Liberal Democrat MP for North East Fife, and encouraged people to contact their MPs asking them to support the Bill before each of its readings in the House of Commons. This has now passed through Parliament and received Royal Assent to become the Carers Leave Act 2023.
- With Cambridgeshire County Council and Peterborough City Council refreshing the county's all-age carers strategy, which looks at what support unpaid carers need, we kept unpaid carers informed of the opportunities to give their views. We also worked with Cambridgeshire County Council, Peterborough City Council and other partners to ask parent carers to complete a survey on the support available to parent carers across the county and how it could be improved.
- As part of Carers Week 2022 a number of charities joined their voices to call for the UK Government to publish a recovery and respite plan for unpaid carers. We let carers know about this and how they could write to their MP to ask them to support this call.
- Other national consultations we encouraged carers to give their views on included the Children's Commissioner for England's Family Review, – The House of Lords Adult Social Care Committee Inquiry and the new national mental health and wellbeing plan consultation.
- The Greater Cambridge Partnership proposals for a Sustainable Travel Zone in and around Cambridge included a daily congestion charge to cover an area including the Addenbrooke's and Papworth hospital sites, with the plans also very relevant to anyone who would need to travel in the zone to provide support to a family member or friend. It was important to make unpaid carers aware of the consultation and the potential impact on them.
- Norfolk Young Carers Forum continued to play a role in ensuring young carers' voices are heard in Norfolk. There were six forum sessions with an additional three held online, with a trip to London and other activities also held for members.

We also facilitated carers speaking to the media throughout the year as we raised awareness of a range of issues affecting carers.

How we make a difference

WE WORK TO PREVENT CARERS REACHING CRISIS POINT, BEING ISOLATED OR STRUGGLING ALONE THROUGH THE FOLLOWING ACTIVITIES

Providing breaks from caring

Planning ahead, and responding to emergency situations

Carer learning, and equipping carers with skills and knowledge

HOW WE DO THIS

- Homecare.
- Carers hubs across Cambridgeshire and Peterborough.
- Day centres.
- Events and trips for adult carers, parent carers and young carers.

- Emergency plan should a carer be unable to carry out their normal caring role, ensuring the person being cared for is looked after.
- Support with planning for emergencies.
- Homecare.

- Opportunities to learn skills, providing information and advice.
- Support with hospital discharge.
- Carers hubs.
- Online information and learning.

Information and advice

- Customer services and helpline/advice line teams.
- Carers hubs.
- Hospital discharge.
- Online resources including our website, Caring magazine, email newsletters and social media.
- Caring magazine.

Someone to talk to

- Helpline/advice line teams.
- Carers hubs, groups and trips for carers.
- Counselling service.
- Connecting carers befriending project.
- Bereavement support when caring ends.

Using carer voice to raise awareness and influence the work of others

- Awareness work.
- Telling carers stories through our magazine, website and media opportunities.
- Working with schools, employers, health organisations and community groups to raise awareness of unpaid carers.
- Carer Friendly Tick Award.

Our impact - How we are...

reducing isolation and loneliness

Isolation and loneliness are significant issues for unpaid carers of all ages. Our support in giving people someone to talk to and be with are essential.

For many unpaid carers their first contact with us has a huge significance. Until that moment, many have been isolated and struggling alone. Having someone to talk to, and opportunities to meet us and other carers at hubs, groups, trips and activities can address that sense of isolation and loneliness.

There were 27,000 calls to our Cambridgeshire and Norfolk advice services and 816 online chat sessions.

Our support reflects that isolation and loneliness affects all ages of unpaid carer. More than a quarter of carers (29%*) have said they 'often' or 'always' feel lonely and 33% of young carers or young adult carers 'always' or 'usually' feel lonely**.

Young carers can enjoy groups and trips with friends who have a shared experience of caring. And adult carers' activities give them social time and a break from their caring role. We reopened our Ely hub, a new hub in Peterborough and now have specific activities for parent carers. As well as these face-to-face activities and online groups and sessions, phone conversations are also available to unpaid carers. They know they are not isolated or struggling alone.

*State of Caring, Carers UK, 2022
**It's harder than anyone understands, Carers Trust 2022

> "It's been so good to be around others who understand – there's this sense of not having to put a front on and pretend everything is fine, or having to explain myself as a carer. Just being able to relax and be myself."

> “I really feel a weight has been lifted.
>
> Feeling less alone, and knowing where to access the right help for my situation has made a huge difference to me.
>
> Thank you so much.”

What we did

805

There were 805 attendances at our adult carer hub sessions.

369

There were 369 attendances at our young carer trips and workshops.

The difference we made

100% of adult carers agreed that they went away feeling more positive after carers trips.

100% of young carers said spending time at our workshops and trips helped them build new friendships.

Our impact - How we are...

reducing health inequalities

Unpaid carers often have their own physical and mental health affected by their caring role. Our support is essential to unpaid carers with more reaching crisis point than ever before.

If you are caring for someone it can be harder to look after your own physical and mental health, or you may not view it as a priority.

Research in 2022 showed a fifth of unpaid carers said their physical health was bad or very bad (21%) and 30% said their mental health was bad or very bad*.

We support unpaid carers who are emotionally or physically overwhelmed by giving them a break from their caring role. We also provide homecare to enable carers to attend their own medical appointments.

Our counselling service has provided people with support that has been absolutely vital in what, for some, have been the darkest times of their life.

The needs of unpaid carers, as well as those they care for, need more recognition and support throughout the health and social care system.

This year saw us working hard to provide the right support for those who are struggling.

*State of Caring, Carers UK, 2022

> “My Caring Together counsellor was the only person who listened to me.
>
> She was amazing. She guided me through the hardest and darkest days of my life, and I can’t thank her enough.
>
> Without my counsellor I don’t think I would still be here.”

"I can say in all honesty that had it not been for you I would not be alive now. I had decided that I could not cope anymore and did not want to carry on with life.

The time, understanding and problem solving you gave me has made a really big difference in how I now deal with life's problems."

What we did

215

We provided 215 unpaid carers with counselling support.

289

We supported 289 carers to get help when their physical or mental health was at crisis point.

The difference we made

All the carers we provided with counselling rated the support they received as 'Very good' or 'Good'.

91% of young carers said they felt happier and more relaxed following our craft sessions.

Our impact - How we are...

increasing resilience and ability to care for longer

Caring for someone can be physically, mentally, emotionally, practically and financially demanding. It can feel impossible to take a break. Unpaid carers need the support we provide.

Whether becoming a carer happens to someone suddenly, or the care needs of the person they are looking after grow over time, being an unpaid carer can be draining.

We provide advice and information over the phone and in person, including at our hubs and groups. Carer learning opportunities give carers more skills to look after the person they care for, understand more about the support available to them, and know how to take care of themselves while also being a carer.

More than three-quarters (77%) of unpaid carers say the rising cost of living is one of the main challenges they will face over the coming year*. We have given advice on finance, given bursaries, for example to help unpaid carers purchase the things they need such as equipment and technology, and are able to make referrals to other sources of support.

Hubs, day clubs, groups and trips provide breaks from their caring role that otherwise can be very difficult to take. And a break from caring increases the ability of an unpaid carer to cope and carry on looking after someone. Our CQC regulated homecare helps to take the pressure off unpaid carers while providing support for the person they care for.

*State of Caring, Carers UK, 2022

> “The amount of help for carers is something we didn't expect.
>
> Thank you for explaining attendance allowance and how to apply.
>
> This is a real game changer; we can now afford additional care for our mother.”

"Thank you for everything you, and all at Caring Together have done for, not just Mum, but me as well. It's been lovely having someone either at the end of the phone, or an email away, to chat to, get advice from, and discuss any issues that arose."

What we did

£17,854

We provided £17,854 in grants and bursaries to purchase much needed equipment and breaks.

1,199

We provided homecare to 1,199 people.

The difference we made

100% of the carers we provided with counselling feel better supported in their caring role.

100% of people said the homecare service they are receiving is improving their quality of life.

Our impact - How we are...

increasing choice and control

Looking after a loved one can change your life – in one moment or over time. We work to give unpaid carers more choice and control.

Our services and connecting unpaid carers with other support available to them, give them more choices and control of their lives.

Research has shown 41% of carers hadn't taken a break from their caring role in the last year*. Carers being unable to take a break from caring can result in tiredness and, in some cases, exhaustion and burn-out.

We provided breaks through our groups, hubs, trips, day clubs, and provision of homecare. It may be time away from the person they care for or supported time with the person they care for.

We offer sessions to help young and young adult carers build skills and understand their opportunities in employment and education. And, as well as advice on finances, we have been able to provide financial support to carers to pay for goods or services they have needed.

Having a What If? emergency plan in place means a carer knows even if something happens to them, the person they look after will get the support they need.

Each issue of our magazine was sent to more than 4,000 people, and more than 2,300 people were sent our email newsletter, keeping them up to date on available services and support.

*State of Caring, Carers UK, 2022

> "I am blown away by the level of support this service provides.
>
> Knowing that someone is there at the end of the phone to speak to when things get all too much is invaluable."

> “There is help if you know where to look for it and I didn’t.
>
> Sometimes I felt so alone but now I feel more secure knowing there is help and advice available.”

What we did

1,140

1,140 emergency plans registered to give carers peace of mind to know the person they look after is supported in an emergency.

74

The 74 carer learning sessions we delivered saw 736 attendances.

The difference we made

Our carer learning survey saw 100% of carers say they now have more information that will help them in their caring role.

89% of young carers who attended workshops said they had learned simple skills to use at home independently.

Our impact - How we are...

supporting carers earlier

Many people looking after a family member or friend are not recognised as a carer and, therefore, are not getting support they need. Identifying and supporting unpaid carers early is better for them and the person they care for.

More than three in five of us will become a carer, and this could happen at any time. It has been found that 51% of carers took over a year to recognise their caring role, with over a third (36%) taking over three years to recognise themselves as a carer*.

Our Carer Friendly Tick Award recognises organisations who have good approaches in place to identify and support carers. It has categories for education, health, community and employers. We give support and guidance to those working towards their award.

We deliver other awareness raising sessions and work to increase understanding of the roles and needs of unpaid carers. It is essential more people – particularly those involved in decisions around the policies and delivery of services that affect carers - are aware of what being a carer can be like, and how support can make the difference between crisis and a carer being able to cope.

For Carers Rights Day 2022 we produced a report based on what carers told us through our carers speak out website and are shared it with MPs, Government ministers, local authorities and others.

*State of Caring, Carers UK, 2022

> "Your session today has really highlighted to me that sadly I am one of the statistics and am someone who has never really thought about myself being a 'carer'. I have been caring for my husband at various levels for almost a decade."

“I found the videos, especially the young carers, touched a nerve and I did have a cry.

I feel its time I probably got in touch with the service.”

What we did

53

53 organisations achieved the Carer Friendly Tick Award, taking the total to 120.

5,712

We reached 5,712 professionals and young people through our carer awareness activities.

The difference we made

100% of awareness session attendees said they have improved confidence in identifying and supporting carers in their setting.

98% of awareness session attendees said their ability to meet the needs of carers within their services and/or signpost them had improved.

Our people

We believe that the combination of different life experiences, attributes and contributions from our colleagues makes the charity more effective, inclusive and a better place to work.

There have been big changes in our people team in 2022/2023 with an entirely new team now in place to support our valued employees and volunteers.

We rolled out equality, diversity and inclusion training for all of our employees and volunteers at Caring Together. These sessions were well attended and informative with almost 70% of our employees completing the training in 2022/23 and this training will continue through 2023/24.

We introduced the voluntary use of pronouns which has been well received both internally and externally.

A benefits review was completed following feedback from the staff forum and employee survey. Suggestions were made that employees would welcome a discount scheme such as the Blue Light Card and a 'death in service/life assurance' benefit.

Following a wider benefits review it was evident that Caring Together compared well against other local charities but the death in service benefit was one area we were missing. After further research we have budgeted to offer this from October 2023.

At Christmas we offered to pay for a Blue Light Card for all employees.

We know that many of our employees and volunteers are carers themselves so we provide paid carers leave, flexible and hybrid working to support our team.

> "Working at Caring Together, I have seen and heard of the difference our charity makes to unpaid carers.
>
> This year it was my family's time to need support. It meant so much to know the support my colleagues work hard to provide would be there to help us."

Your donations in action

None of the achievements set out in this Annual Report would have been possible without the fantastic support of individuals, community groups, companies, charitable trusts and other funders during 2022/23.

A dip in the sea – on Christmas Day!

This was some challenge! Hunstanton Round Table managed to bring together 90 brave souls to take a dip at Hunstanton on Christmas Day 2022. Together they raised a whopping £8,100 to support young carers across Norfolk!

Committed to helping unpaid carers – becoming a Carer Friend

In June 2022 we launched our Carer Friend scheme where supporters could give regular monthly donations by Direct Debit and become a Carer Friend. Many people have already signed up and the majority are also able to boost their donations with Gift Aid which adds 25% on top at no cost to the supporter.

Rotary Clubs, Freemasons and more – giving to help local communities

Thousands of pounds have been given this year by local organisations determined to support unpaid carers of all ages. We are very grateful to Peterborough Rotary Club, The Rotary Club of Peterborough Minster, Peterborough Round Table, St Ives Rotary Club and the Rotary Club of Huntingdon who kindly supported our work across Cambridgeshire and Peterborough. Euston Freemasons Lodge in St Neots also gave a generous donation of over £3,000 to support our work locally.

Bungee jumping for carers

It is wonderful to have so many companies now partnering with us to support carers locally. This year the team at Field Lodge Care Home in St Ives raised over £1,000 by facing their fears and taking on a 160ft bungee jump!

This was followed up with a delicious cream tea event to also raise funds.

Giving in memory of a loved one

We have received some very special gifts this year in memory of family members and friends who have sadly passed away. These gifts, often given at funerals or in the weeks and months after, honour the life of the person we have lost, and bring hope and help to unpaid carers locally.

Raffles, Christmas cards and the Christmas Appeal

Every donation makes a difference. For example a £10 donation could enable us to answer a helpline call from an unpaid carer in distress. We have been amazed at overwhelming responses to our fundraising activities this year. Thousands of pounds were raised through our Summer Raffle, sales of Christmas cards, and our appeals – especially our Christmas Appeal. These donations mean we can reach more unpaid carers with help and support.

Leaving a gift that will last

This year we received a special legacy gift which will enable local unpaid carers to be supported into the future. By leaving a gift in your Will your kindness can live on in the lives of the people you will help.

To help us support even more carers you can:

- Make a donation
- Organise a fundraiser
- Take part in an event or challenge
- Give a gift in memory of someone
- Support us in your workplace
- Leave a gift in your will
- Volunteer your time.

Your support makes a difference

£10 could pay for a call to our carer helpline.

£30 could help provide a young carer with a bursary for school resources.

£50 could help enable a carer in distress to receive counselling

£175 could provide a day of homecare to give a carer a break.

Find out more about how to support our work at caringtogether.org/help-us-help-others

We would like to thank the following organisations for supporting Caring Together

Active Norfolk
The Arnold Clark Community Fund
The Alan Boswell Group Charitable Trust
Ashton's Legal Charitable Fund
BBC Children in Need
The Brampton Hub
Bridges Outcomes Partnerships
Buckles Solicitors LLP
Butterfly Legacy Project
Cambridge City Primary Care Network
Cambridgeshire Community Foundation
Cambridgeshire County Council
Carers Trust
The Chamifealion Charitable Trust
Burwell Carers Group
Earith Community Cafe
The Earl Fitzwilliam Charitable Trust
Ely Primary Care Network
Euston Lodge 2283
The Evelyn Trust
Field Lodge Care Home
Garfield Weston Foundation
Hunstanton and District Round Table 615
The Hutchinson Charitable Trust
Inner Wheel of Huntingdon
King's Lynn and West Norfolk Health and Wellbeing Partnership
The Leslie Mary Carter Charitable Trust
The Lord Cozens-Hardy Trust
Maxine Lester Lettings and Property Management
NHS Cambridgeshire and Peterborough Integrated Care System
NHS Charities Together
NHS England and NHS Improvement
NHS Norfolk and Waveney Integrated Care Board
The National Lottery Community Fund
The National Trust, Wimpole Hall Farm
Norfolk and Waveney Health and Care Partnership
Norfolk Community Foundation
Norfolk County Council
Peterborough City Council
Peterborough Round Table
Peterborough United Charitable Trust
R. C. Snelling Charitable Trust
Ridley Godfrey Foundation
Rotary Club of Huntingdon
Rotary Club of Peterborough
The Rotary Club of Peterborough Minster
Sir Norman Lamb Mental Health and Wellbeing Fund
St Ives Rotary Club
University of Cambridge Colleges
Voluntary Norfolk
Waitrose St Ives

Looking to the future

Whilst we are proud of our 40-year history, the needs of unpaid carers are growing. Carers told us that they felt ignored and unsupported. Through our campaign from June to November 2022 we asked 'carers to speak out' and to share their experiences with us. We were told that "the process for achieving any support was at least as draining as caring itself".

A young carer told us that "they would rather get in trouble at school for not having the right equipment, than ask their parents for money which they don't have".

Many revealed experiences of not feeling part of the team when it came to hospitals discharging the person they are caring for, often left without the appropriate support and many said that despite their experience and knowledge, they felt unimportant.

This together with the daily contacts we have with unpaid carers has made us realise that we need to do more to ensure they are recognised, valued and supported.

> "the process for achieving any support was at least as draining as caring itself."

In April 2023 we launched our new vision:

No unpaid carer is in crisis, isolated or struggling alone.

This new vision highlights the urgency of need that unpaid carers are experiencing. It has a strong preventative message with everything we do focussed on ensuring that we are:

1. Responsive to increased demand and the changing needs of carers.
2. Increasing our capacity to do more.
3. Taking action locally to ensure carers are valued and recognised.
4. Raising awareness of who we are, our expertise and how we can help.

In developing our strategy we know that we must be an organisation that is trusted, capable and sustainable. We will continue to build on all the improvements we have made in recent years to ensure our culture is carer centric, embracing diversity with leadership that is kind, fair and compassionate.

We will continue to simplify our systems and processes to help make every penny count. We will look after our people, investing in their development, remuneration and benefits to support Caring Together strive for excellence in everything we do.

Susan's story

Susan's husband Alan was diagnosed with primary progressive MS in 2004, when he was still a practising lawyer and Susan was running her own theatre company. Susan describes how they were living life at full throttle, until life as they knew it came to a 'crashing end' with his diagnosis.

Although Alan's deterioration was slow at first, this has accelerated and he is now a wheelchair user and very frail. Susan is his full-time carer although she also has Crohn's Disease and has her own serious health problems. For Susan, it feels as though they have been cheated of precious time to enjoy life.

It's all been stolen from us

"There's an overwhelming sense of loss and grief and bereavement, because all that should have been, hasn't been. Especially when couples say they're just retired and they're going to get a Winnebago or they're going to buy somewhere in Spain, or they're going on this holiday or they're going to take up golf, whatever it is it sort of hurts now because that's all been stolen from us."

Thankfully we are able to support Susan. She goes to one of our regular carer hubs to meet with other carers and get support, and to enjoy breaks from her caring role on outings and day-trips. Even during the pandemic, when the hubs had to meet online, the support continued.

"There's an overwhelming sense of loss and grief and bereavement, because all that should have been, hasn't been."

"I've really valued the carers hub and during the pandemic we met over Zoom which was brilliant. It was nice to see friends and it was nice to have time to say what the issues were and to get Laura's [the Caring Together adviser] support and advice. And if there was a real problem she'd always say, 'Oh I'll ring you later' or 'I'll Zoom you on your own' to talk that issue through, so we all felt supported and listened to. That does ease that sense of loneliness and isolation that you're dealing with it on your own."

Risk, compliance and governance

Risk

The board of trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the finance and audit committee and quality and service delivery committee. In 2022/23 we created a further formal sub-committee to provide assurances to the board on fundraising which will review and assess our approach to managing fundraising risks.

Caring Together's performance framework is updated annually to ensure internal reporting is against relevant key performance indicators, which are designed with the key risks, strategic direction of the charity and opportunities in mind. At the end of each quarter, as part of our reporting, each risk is reassessed and the residual risk rated according to the impact of mitigating actions and any new intelligence, knowledge and experience. We also assess whether the risk is decreasing, stable or increasing which enables trustees to understand movements of risks when it isn't appropriate to change red-amber-green (RAG) ratings.

Risks, their assessment and mitigating actions, are scrutinised each quarter by the relevant sub-committee or the board.

The board receives an annual risk report. This provides the opportunity to review the impact of our risk management processes, how risks have changed throughout the year, to review the risk management policy and to ensure any learning is identified and influences future approaches to the management of risk.

Risk management is factored into business planning, performance management, the audit cycle, business continuity planning, project management, contract and grant applications and funding awards.

We started the year with key risks in the areas of:

Income

The challenging fundraising environment, uncertainties about how the new integrated health and social care structures would impact on future commissioning and whether local authorities would be able to fund the full cost of homecare were all identified as key risks.

People

Recruiting and retaining high quality employees amidst a cost-of-living crisis. Seeking to support them and being able to compete with other employers in terms of pay and benefits.

Systems

Having confidence in our cyber security to ensure the data we collect is held safely and securely and that our systems and processes are robust.

We are continually looking at ways of improving cyber security through strengthening our systems, and staff training and awareness.

Competition

Recognising that there are new providers of digital services seeking to increase their provision locally to us.

As a result of the actions we took to mitigate risks during the year, we have:

- Improved on our budgeted and forecast end of year position through increased efficiencies and reducing costs where we can to offset a small but predicted loss of income.
- Successfully filled vacancies for critical roles and maintained staff retention rates to industry standards.
- Reduced risks of data breaches and improved cyber security through training of our staff, learning from errors made and increased reporting and awareness.
- Maintained our position as the leading provider of carer services across our geography and started to develop an improved on-line offer for those carers who prefer this type of engagement and way to access services.

Key risks for the organisation going forward:

Funding

Recognising that the external environment remains challenging and is especially so for charities seeking to grow fundraised income and managing the continued pressure on contracts when inflation continues to be so high.

Local authorities remain unable to pay for the full cost of homecare adding further strain on our overall financial position. However to mitigate the risks of a potential reduction in funding we have high quality people leading our income generating activities and have maintained positive relationships with funders and commissioners of services.

People

The employment market hasn't and may not recover from the post COVID world. It remains difficult to recruit for social care roles at both frontline and leadership levels. Failure to recruit and retain the right people has a direct impact on the ability we have to deliver services to unpaid carers. To mitigate these risks we have appointed a new head of people and human resources business partner to help ensure that the experience of both paid employees and volunteers is a positive one. We have refreshed our benefits offer which will be rolled out during 2023. We have maintained our position as a real living wage employer and factored in modest pay awards to our budgets.

Systems and processes

We have already completed work to improve the security of our customers' data with the protection of our systems remaining front of mind. In order to further mitigate cyber security risks this year we will complete penetration testing of our systems, continue to roll out training and share learning if something goes wrong.

Competition

Although we are confident that we achieve high quality impact and outcomes, as pressure on funding continues, providers of digital services may become more attractive to commissioners of carer services. The disadvantage of this for carers is that many are not regular users of online services and platforms, and many others gain huge benefit from local services delivered by phone and face to face, in addition to online. To mitigate this risk we are developing our own on-line service offer and working with Carers Trust on developing their virtual carers centre which will provide a digital offer consistent with and complementary to our local services.

We are also aware that as the cost of delivering homecare increases, due to increases in pay and running costs, more homecare providers may seek to grow privately purchased care and move away from local authority purchased care. We continue to offer a high-quality homecare service at a competitive rate and will be increasing our focus on achieving a CQC outstanding rating for our service.

Compliance

Our homecare service is regulated by the Care Quality Commission (CQC). We have maintained our 'good' rating demonstrating our ongoing commitment and investment in maintaining high standards of care, ensuring our care professionals are highly trained and expert in the services they provide. Our fundraising activities are compliant with UK legislation and meet the required standards in overall fundraising ethics in the sector.

Governance

In 2021, the trustee board engaged Bayes Business School, City University of London, to complete a board effectiveness review for us. The review assesses our performance against the principles of 'good governance' as set out in the Charity Governance Code.

The review concluded that the board are high-performing and very engaged, working in partnership with the executive team. Recommendations were made to improve our governance further in the areas of meeting effectiveness to build in generative and strategic discussions throughout the year; documentation and performance reviews. Since the conclusion of the review, we have created an action plan with all actions having been completed.

Following a review of terms of office, we have created a plan for the recruitment of new trustees taking us through to 2025/26.

Financial review and results for the year

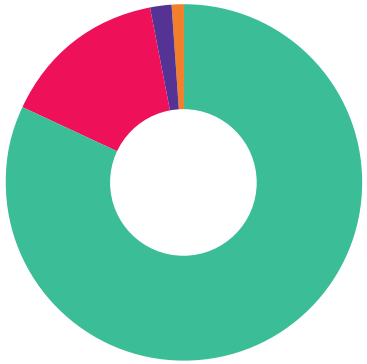
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Our charity has an effective system of internal control and major risks have been reviewed and systems and/or procedures have been established to manage those risks.

Overall, Caring Together made a deficit of £159k in the financial year to 31 March 2023 compared to a surplus of £97k in the previous year. Within this, however, we made a surplus on unrestricted-funded activities of £36.6k (2022: deficit £181.1k). We ended the year with unspent restricted grants of £90.4k (2022: £286k) which will be spent in 2023/24.

Income

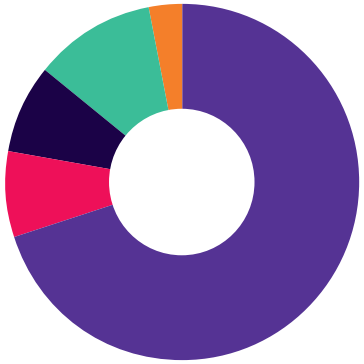
Our income decreased from the previous year by £475k (10.7%) to £3,970.7k (2022: increased by £456k (9%) to £4,445k). Care fees and contracts continue to be our main sources of income.

We raised £4m income through:



- 82% care fees and contracts
- 15% grants receivable
- 2% donations and legacies
- 1% other income

We spent £4.1m on:



- 70% care and carer breaks
- 8% carer support
- 8% emergency care and hospital discharge
- 11% raising awareness
- 3% fundraising costs

Care fees and contracts relate to CQC regulated services and provision of carers' support, which include our contract as a strategic partner with Cambridgeshire County Council. Care fees and contract income decreased by £98.2k to £3,288.9k.

Grants, donations and fundraising are our other sources of charitable income. Grant income in the year decreased by £367.2k to £572.8k. Our principal donors are listed in note 5 to the financial statements. Most grants have been provided for a specific purpose; any amounts unspent at the year-end are carried forward in restricted reserves. Donations and legacies of £96.2k are 35% higher than last year, demonstrating recovery and growth in our fundraised income following the pandemic. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure decreased by £218.9k (5%) to £4,129.7k in 2022/23, which partly reflects our decrease in service provision and variable direct costs during 2022/23, in addition there were reduced project costs from grant funded programmes not incurred. Savings within support costs came from staff vacancies not recruited throughout the year and promotional costs were considerably lower in the year. Higher IT and telephone costs can be offset by Barclays funding received for this purpose. The organisation has continued to benefit from efficiency savings with hybrid working seeing a reduction in management travel costs from remote working. We also remain a real living wage employer.

Funds and reserves

Our total unrestricted reserves at the year-end were £692.1k. Restricted reserves were £90.4k. The assets backing these reserves are shown in note 19 to the financial statements. Note 17 details the use of restricted funds received during the year.

Commissioners

We were grateful to be commissioned by the following organisations to deliver services during 2022/23:

- Bridges Outcomes Partnerships
- Cambridgeshire County Council
- NHS Cambridgeshire and Peterborough Integrated Care System
- NHS England and NHS Improvement
- NHS Norfolk and Waveney Integrated Care Board
- Norfolk County Council
- Peterborough City Council
- Voluntary Norfolk.

Fundraising

Fundraising enables the charity to reach and support more carers, and provide the services that carers are most in need of. We have therefore prioritised fundraising in 2022/23 to enable us to generate increased unrestricted income, and lay foundations for growing our fundraised income in future. We have developed new sources of income and are very grateful to all supporters – both individuals and organisations.

Our approach to fundraising

During the year we have received support from grant making trusts, community groups, companies and individual supporters.

This year we raised money through two major appeals - during Carers Week 2022 and at Christmas. Through setting up Direct Debit processing we have been able to invite supporters to make regular monthly gifts. These gifts are very important to the charity as they enable us to predict our income better, and plan for the future. Many more people made donations in 2022/23 than in the past as we proactively told them about why we needed support, as a regional charity.

For the first time since 2019 we made a backdated gift aid claim in March 2023. This income is raised at no cost to the donor and boosts the value of their donations. We proactively sought gift aid declarations from supporters who are UK taxpayers, raising additional income for the charity.

We were honoured to receive a number of special in-memory donations this year, and awareness of this type of giving is increasing. We now provide an online platform for tributes, as well as special in-memory donation cards. This year we received our first legacy gift for some years and have been raising awareness of this type of charitable giving.

Many people supported our work through taking part in our Summer Raffle, buying Christmas cards, and making donations. Grants have continued to be a very important source of income for the charity and this year we were able to secure grants from a number of trusts, foundations and other funders.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and our fundraising team comply with the Code of Fundraising Practice. All donations received are used for charitable purposes. There have been no reported failings in the compliance with the code during 2022/23.

We have an ethical fundraising policy and all fundraising team members are aware and supportive of our ethical approach to fundraising.

No fundraising activity is incentivised through pay or other means. Our approach to fundraising is through relationship building.

Monitoring of fundraising carried out on our behalf

During 2022/23 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities. Where fundraising activities have been known to us, we have provided support and guidance as appropriate.

Fundraising complaints

We have a complaints policy and procedure. We have not received any fundraising complaints during the fundraising period.

Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate

We follow regulations relating to privacy and data protection in all matters, including fundraising. Within our systems we maintain a system of permissions to ensure that people we are in contact with are able to inform us of their contact preferences.

We have an ethical fundraising policy. Our fundraising team members are aware of our ethical approach to fundraising and the requirements to adhere to the framework provided by the Code of Fundraising Practice.

Our staff are required to complete mandatory training which includes data protection, safeguarding of adults, and safeguarding of children. This training is undertaken on an annual basis thereafter and reminders are sent automatically from our e-learning system.

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2023 our reserves are as follows:

	Current year £000	Previous year £000
Unrestricted funds	692	655
Restricted funds	90	286
Total charity funds	782	941
Average monthly operating costs	334	350
Number of months operating costs held as reserves	2.3	2.7

The trustees review the reserves policy annually using the guidance given by the Charity Commission.

After consideration of ongoing operating costs and other potential calls on funds it is considered our liquidity and the reserves position is at a reasonable level to provide financial stability and the means for the future development of our principal activity.

Restricted funds have been spent during the year in line with the donor funding and grant conditions and we have picked up additional unrestricted funds for sustainability in future years. Overall, we have maintained our reserves at a level which is within our policy range of two and a half months of operating costs.

Investment policy

The trustees, having regard to the liquidity requirements of operating the charity, have set a policy to keep funds available in a current account and one or more interest-bearing deposit account(s) where appropriate. Trustees have considered diversifying their investment policy and concluded that no action should be taken to progress this currently.

Governance and management

Our governing document

Fenland Crossroads was established in 1982, followed by Crossroads Cambridge City in 1984 and Crossroads South and East Cambridgeshire and Crossroads Huntingdonshire in 1985. Crossroads Huntingdonshire was registered as a charity in September 1992 and incorporated in February 2002. The charity was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. By 2011 all charities had merged into this organisation.

In the event of the company being wound up members (our trustees) are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ('Caring Together') is governed by our latest Articles of Association and Memorandum dated 22 January 2022.

The board

Appointment of trustees

Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No trustee will serve more than three, three-year terms.

New trustees are appointed through an open recruitment process targeting individuals with the diversity of skills, experience and knowledge that the board has identified as needed to deliver the organisation's strategy and provide effective governance of the charity.

Interested parties apply and are invited to meet the chair and other trustees for informal discussions. Should both parties want to proceed, prospective trustees are invited to take part in a formal interview process with representatives from the trustee board and senior leadership team, including the chief executive. All trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

Newly appointed trustees are given an induction pack based on good practice guidance issued by the Charity Commission.

The pack includes relevant policies and procedures, our Memorandum and Articles of Association, the latest financial statements, strategic plan and annual report.

New trustees are invited to meet with the chief executive and senior leadership team and encouraged to visit our services to meet carers and shadow members of staff.

Trustees are supported to attend workshops and training sessions to improve their knowledge of charity governance and network with trustees of other organisations.

Organisation

The board of trustees meet routinely six times per year. The three formal sub-committees, finance and audit, quality and service delivery and fundraising, meet four times a year each. Strategic away days are held from time to time.

The board sets up steering groups and task and finish groups to focus on the completion of specific activities.

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the chief executive, along with the senior leadership team. The chief executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

We are a network partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181). In 2018 there were 150 members of the network working across the UK. We pay Carers Trust an annual partner fee.

We are also a member of Carers UK, an independent registered charity in England and Wales (No. 246329). Carers UK give expert advice, information and support to carers.

We seek to work in partnership with others so that we can reach and support more carers and have worked together with over 60 voluntary and public sector organisations, as well as around 50 Carer Friendly Tick Award holders throughout the year.

A full list of our Carer Friendly Tick Award holders can be found on our website at caringtogether.org/carer-friendly-tick

Management

Pay policy for senior staff

The key management personnel of the charity are the board of trustees (directors) and the senior leadership team, as listed on pages 64-65. All trustees give of their time freely and none received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

The charity has an agreed remuneration policy. Salaries for the senior leadership team are set and reviewed annually by the board of trustees in consultation with the chief executive as appropriate. All other staff salaries are set by the senior leadership team. Increases in pay are kept within the budget agreed by the board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

Statement of trustees' responsibilities

The trustees (who are also directors of Caring Together for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the trustees are aware:

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

Auditors

The Auditors, Price Bailey LLP, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by order of the board of trustees on 9 August 2023 and signed on its behalf by:

Stuart M Evans

Stuart Evans (Aug 9, 2023, 1:31pm)

Stuart Evans
Chair of trustees

Independent auditor's report to the members of Caring Together

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 directors' report included within the trustees' report.

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

- adequate and proper 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

Independent auditor's report to the members of Caring Together (continued)

- 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 directors report or from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 38, 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the charitable company not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements.

In relation to the charitable company this included financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.
- Reviewing minutes of trustee board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures put in place by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the trustee board including serious incident reporting of these matters as necessary with the Charity Commission.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's 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 auditor's 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 the charitable company's members for our audit work, for this report, or for the opinions we have formed.

S. Jordan

10 August 2023

Shaun Jordan ACA (Senior Statutory Auditor)
For and on behalf of Price Bailey LLP
Chartered Accountants
Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2023

Statement of financial activities (including income and expenditure account)

Income	Notes	Unrestricted funds £000	2023 Restricted funds £000	2023 **Total funds £000**	2022 Total funds £000
Donations and legacies					
Donations and legacies	3	**85.7**	**10.6**	**96.3**	**71.2**
Grants receivable	5	**-**	**572.8**	**572.8**	**940.0**
Income from charitable activities:	4				
Care fees and contracts		**3,288.9**	**-**	**3,288.9**	**3,387.1**
Other charitable income	6	**1.5**	**-**	**1.5**	**30.7**
Investment income		**0.4**	**-**	**0.4**	**1.4**
Other income	7	**10.8**	**-**	**10.8**	**15.3**
Total income		**3,387.3**	**583.4**	**3,970.7**	**4,445.7**
Expenditure					
Costs of raising funds		**119.7**	**-**	**119.7**	**63.1**
Expenditure on charitable activities		**3,231.0**	**779.0**	**4,010.0**	**4,285.5**
Total expenditure	**8**	**3,350.7**	**779.0**	**4,129.7**	**4,348.6**
Net movement in funds for the year	**10**	**36.6**	**(195.6)**	**(159.0)**	**97.1**
Reconciliation of funds					
Total funds brought forward		**655.5**	**286.0**	**941.5**	**844.4**
Total funds carried forward	**19 + 23**	**692.1**	**90.4**	**782.5**	**941.5**

There were no recognised gains or losses for 2023 or 2022 other than those included in the statement of financial activities. All activities are continuing.

Note 23 refers to the prior year statement of financial activities.

The notes on pages 47 to 61 form part of these financial statements.

Balance sheet

	Notes	2023 £000	2022 £000
Fixed assets			
Tangible assets	13	**82.9**	**106.2**
Current assets			
Debtors	14	**1,035.8**	**687.3**
Cash at bank and in hand		**513.9**	**656.0**
Total current assets		**1,549.7**	**1,343.3**
Liabilities			
Creditors falling due within one year	15	**847.7**	**508.0**
Provision for dilapidations		**2.4**	**-**
Net current assets		699.6	835.3
Net assets		**782.5**	**941.5**
The funds of the charity			
Unrestricted funds	16	**692.1**	**655.5**
Restricted funds	17	**90.4**	**286.0**
Total charity funds		**782.5**	**941.5**

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf, by Stuart Evans and Alison Griffiths.

Stuart Evans
Chair
9 August 2023

Stuart M Evans

Stuart Evans (Aug 9, 2023, 1:31pm)

Alison Griffiths
Honorary treasurer
9 August 2023

Alison B Griffiths

Alison Griffiths (Aug 9, 2023, 9:46am)

Statement of cash flows

	Notes	2023 £000	2022 £000
Cash used in operating activities	20	**(134.4)**	**(92.9)**
Cash flows from investing activities			
Purchase of equipment		**(8.1)**	**(89.0)**
Proceeds of disposal of fixed asset		**-**	**14.3**
Interest income		**0.4**	**1.4**
Cash flows used in investing activities		**(7.7)**	**(73.3)**
Decrease in cash and cash equivalents in the year		**(142.1)**	**(166.2)**
Cash and cash equivalents at the beginning of the year		**656.0**	**822.2**
Total cash and cash equivalents at the end of the year		**513.9**	**656.0**

Reconciliation of net cash flow to movement in net debt

	Notes	2023 £000	2022 £000
Decrease in cash in the year being movement in net funds in the year	21	**(142.1)**	**(166.2)**
Net funds at 1 April		**656.0**	**822.2**
Net funds at 31 March		**513.9**	**656.0**

Notes to the accounts

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 (Charities SORP (FRS 102))), and the Companies Act 2006.

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently eight (2022: nine) trustees who are also the members of the company names on page 64. 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 charity is a registered charity. The registered office of the charity is
L D H House, Parsons Green, St Ives, Cambridgeshire, PE27 4AA.

The charity 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 note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

(b) Preparation of the accounts on a going concern basis

The board of trustees consider that there are sufficient reserves held at the year end to manage any foreseeable changes in contracts and other income sources for the charity.

The board of trustees have reviewed and approved a forecast which shows the charity trading sustainably beyond the next 12 months. Consequently at the time of approving the financial statements, the trustees have an expectation that the charity has adequate resources to continue operations for more than 12 months and believe there are no material uncertainties about the charity's ability to continue as a going concern, and have therefore adopted the 'going concern' basis in preparing the accounts.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

(d) Donated services and facilities

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts.

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

(g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as charity ball and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 9.

(i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(j) Depreciation

Individual tangible fixed assets, or projects, costing £1,000 or more are capitalised at cost, apart from all laptops and no mobile phones are capitalised. Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset category	Annual rate
Equipment	25% straight line
Motor vehicles	25% straight line
Furniture and fittings	20% straight line

(k) Debtors

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

(l) Cash at bank and in hand

Cash at bank and cash 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.

(m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

The pension liability and expense is allocated between restricted and unrestricted funds according to the staff time taken on each activity.

(o) Financial instruments

The charity 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. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(p) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical accounting judgements or key sources of estimation uncertainty requiring disclosure.

3 Income from donations and legacies

	2023			2022		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Gifts	80.7	10.6	**91.3**	71.2	-	71.2
Legacies	5.0	-	**5.0**	-	-	-
Grants receivable (see note 5)	-	572.8	**572.8**	67.0	873.0	940.0
	85.7	**583.4**	**669.1**	**138.2**	**873.0**	**1,011.2**

Income from donations and legacies comprises income generated from the following sources:

- gifts and donations received/receivable including legacies
- any tax reclaimed on amounts received under gift aid.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

4 Income from charitable activities

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	**2023 Total £000**
By source:					
Care fees and contracts	2,317.9	302.5	403.6	264.9	**3,288.9**
Other income	1.1	-	-	0.4	**1.5**
Total income from charitable activities	**2,319.0**	**302.5**	**403.6**	**265.3**	**3,290.4**

Direct support for:	Care and carers breaks £000	Carer support (information advice and guidance) £000	Emergency care and hospital discharge £000	Raising awareness £000	2022 Total £000
By source:					
Care fees and contracts	2,298.1	224.6	553.5	310.9	**3,387.1**
Other income	19.7	4.6	-	6.4	**30.7**
Total income from charitable activities	**2,317.8**	**229.2**	**553.5**	**317.3**	**3,417.8**

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2023			2022		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Barclays 100	-	-	**-**	-	100.0	**100.0**
BBC Children in Need	-	51.5	**51.5**	-	48.3	**48.3**
Cambridgeshire Community Foundation	-	10.0	**10.0**	-	64.1	**64.1**
Cambridge City Primary Care Network	-	-	**-**	-	10.0	**10.0**
Cambridgeshire County Council (Mind the Gap)	-	1.3	**1.3**	-	9.9	**9.9**
Carers Trust	-	-	**-**	-	15.0	**15.0**
Ely North Primary Care Network	-	6.1	**6.1**	-	11.0	**11.0**
Evelyn Trust	-	14.2	**14.2**	-	-	**-**
Hunstanton Round Table	-	8.1	**8.1**	-	-	**-**
Huntingdon Freemen's Trust	-	-	**-**	7.0	-	**7.0**
Masonic Charitable Trust	-	-	**-**	-	35.0	**35.0**
The National Lottery Community Fund (CAST)	-	-	**-**	-	16.2	**16.2**
The National Lottery Community Fund (Reaching Communities/ Connecting Carers)	-	85.1	**85.1**	-	81.0	**81.0**
NHS Cambridgeshire and Peterborough Integrated Care System	-	255.0	**255.0**	-	337.8	**337.8**
NHS England	-	-	**-**	-	6.1	**6.1**
NHS Norfolk and Waveney Integrated Care Board (Co-production)	-	-	**-**	-	20.0	**20.0**
NHS Norfolk and Waveney Integrated Care Board (Counselling)	-	25.0	**25.0**	-	-	**-**
NHS Norfolk and Waveney Integrated Care Board (Gypsy, Roma and Traveller)	-	-	**-**	-	49.0	**49.0**
NHS Norfolk and Waveney Integrated Care Board (Kings Lynn and West Norfolk Health and Wellbeing Partnership - Counselling)	-	40.0	**40.0**	-	-	**-**
Norfolk Carers Partnership	-	42.8	**42.8**	-	-	**-**
Norfolk Community Foundation (Your Big Idea)	-	10.0	**10.0**	-	-	**-**
Norfolk Community Foundation (Response and Recovery)	-	-	**-**	-	8.0	**8.0**
Quilter	-	-	**-**	-	15.0	**15.0**
NCC and CCC Infection Control and Workforce Retention grants	-	-	**-**	60.0	-	**60.0**
Others £5,000 and below	-	23.8	**23.8**	-	46.6	**46.6**
		572.8	**572.8**	**67.0**	**873.0**	**940.0**

The grants we receive are for the support of carers.

We have no unfulfilled conditions and other contingencies attached to grants that have been recognised in income.

6 Other charitable income

	2023			2022		
	Unrestricted funds £000	Restricted funds £000	**Total funds £000**	Unrestricted funds £000	Restricted funds £000	Total funds £000
Other income	1.5	-	**1.5**	**30.7**	**-**	**30.7**
	1.5	**-**	**1.5**	**30.7**	**-**	**30.7**

7 Other income

	2023 £000	**2022 £000**
Profit on sale of fixed asset	**-**	**14.3**
Kickstart funding	**6.6**	**-**
Norfolk Utility Fund	**2.0**	**-**
Income for meeting attendance	**1.5**	**-**
Infection control income and workforce retention grant	**0.7**	**1.0**
	10.8	**15.3**

8 Analysis of expenditure

Activity by type:	**2023**			**2022**		
	Direct costs £000	Support costs £000	**2023 Total £000**	Direct costs £000	Support Costs £000	**2022 Total £000**
Care and carers breaks	1,953.2	953.1	**2,906.3**	1,948.0	1,119.4	**3,067.4**
Carer support (information, advice and guidance)	240.8	106.2	**347.10**	278.2	128.5	**406.7**
Emergency care and hospital discharge	206.2	102.0	**308.2**	208.5	124.7	**333.2**
Raising awareness	306.5	142.0	**448.5**	328.6	149.6	**478.2**
Fundraising costs	-	119.7	**119.7**	-	63.1	**63.1**
Total expenditure on activities	**2,706.7**	**1,423.0**	**4,129.7**	**2,763.3**	**1,585.3**	**4,348.6**

Expenditure on the charitable activities by the company was £4,010.0k (2022: £4,285.5k) of which £3,231.0k was unrestricted (2022: £3,760.6k) and £779.0k was restricted (2022: £594.7k). Cost of raising funds in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the five key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

General support	General support £000	Governance function £000	**2023 Total £000**	General support £000	Governance function £000	2022 Total £000	Basis of apportionment
Annual report, audit and AGM	-	13.4	**13.4**	-	14.6	**14.6**	Direct staff cost
Trustees' expenses and training	-	0.3	**0.3**	-	-	**-**	Direct staff cost
General office, HR and finance staff	576.6	142.7	**719.3**	662.5	141.2	**803.7**	Direct staff cost
Premises	116.5	-	**116.5**	175.7	-	**175.7**	Desks used
IT and communications	304.7	-	**304.7**	312.1	-	**312.1**	Direct staff cost
Fundraising	119.7	-	**119.7**	63.1	-	**63.1**	Direct staff cost
Subscriptions, insurance and professional fees	77.6	-	**77.6**	93.8	-	**93.8**	Direct staff cost
Staff welfare and recruitment	40.1	-	**40.1**	103.3	-	**103.3**	Direct staff cost
Depreciation	31.4	-	**31.4**	19.0	-	**19.0**	Direct staff cost
Total	**1,266.6**	**156.4**	**1,423.0**	**1,429.4**	**155.9**	**1,585.3**	

10 Net income/(expenditure) for the year

This is stated after charging:	**2023 £000**	2022 £000
Depreciation	**31.4**	**19.0**
Audit fee	**8.4**	**8.4**
Operating lease rentals – land and buildings and equipment	**140.0**	**113.9**
Profit on sale of fixed asset	**-**	**14.3**

11 Staff costs, trustee remuneration and expenses, and the cost of key management personnel

The staff costs were:	**2023 £000**	2022 £000
Wages and salaries	**2,784.7**	**2,779.3**
Social security costs	**240.4**	**219.3**
Payments for termination of employment	**19.0**	**-**
Pension costs	**59.0**	**61.5**
	3,103.1	**3,060.1**

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2022: 2)		
	£60,000-£69,999	£70,000-£79,999
Number of people 2023	**1**	**1**
Number of people 2022	**1**	**1**

The charity trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2022: £nil). Neither were they paid for professional or other services supplied to the charity (2022: £nil). No trustee expenses were paid during the accounting period. (2022: £nil).

The key management personnel of the charity comprise:

The trustees, chief executive, director of finance and resources, director of operations, head of care/registered manager for care, head of people, head of fundraising and communications, and head of digital and business intelligence. The total employee benefits of the key management personnel of the charity were £404.1k (2022: £378.9k). The key management personnel of the company are listed on page 65 of the trustees' annual report.

The charity operates a defined contribution pension scheme. Contributions totalling £13,033 (2022: £14,733) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:	**2023 £000**	2022 £000
Payments in lieu of notice	**17.3**	**-**
Redundancy	**1.7**	**-**
Total	**19.0**	**-**

12 Staff numbers

The average monthly head count was 130 staff (2022: 142 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2023 Number	2022 Number
Senior management	**7.3**	**7.1**
Service delivery	**89.9**	**78.6**
Administration and finance	**13.8**	**15.6**
Total full-time equivalent	**111.0**	**101.3**

13 Fixed assets

All funded by unrestricted reserves	Equipment £000	Furniture and fittings £000	**Total £000**
Cost			
At 1 April 2022	65.3	65.1	**130.4**
Additions	8.1	-	**8.1**
At 31 March 2023	**73.4**	**65.1**	**138.5**
Depreciation			
At 1 April 2022	19.9	4.3	**24.2**
Depreciation charge	18.4	13.0	**31.4**
At 31 March 2023	**38.3**	**17.3**	**55.6**
Net book value			
At 1 April 2022	**45.4**	**60.8**	**106.2**
At 31 March 2023	**35.1**	**47.8**	**82.9**

14 Debtors: due within one year

	2023 £000	2022 £000
Trade debtors	831.8	459.0
Prepayments and accrued income	189.5	214.1
Other debtors	14.5	14.2
	1,035.8	687.3

15 Creditors: due within one year

	2023 £000	2022 £000
Trade creditors	182.2	214.5
Accruals and deferred income	495.8	164.7
Taxation and social security	153.0	114.4
Other creditors	16.7	14.4
	847.7	508.0

Deferred income:	2023 £000	2022 £000
Balance b/fwd	75.3	171.5
Released in year	(75.3)	(171.5)
Deferred in year	431.7	75.3
Balance c/fwd	431.7	75.3

16 General reserves

	2023				2022			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
General reserve	655.5	3,387.3	3,350.7	**692.1**	836.5	3,572.7	3,753.7	**655.5**

17 Analysis of movements in restricted funds

	2023				2022			
	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**	Brought forward £000	Income £000	Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	13.3	159.0	172.3	-	7.9	48.3	42.9	13.3
Norfolk young and young adult carers* - for carers aged up to 18 years	-	26.5	13.5	13.0	-	7.5	7.5	-
Norfolk Young Carers Forum - to give young carers a voice	-	-	-	-	-	7.5	7.5	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	4.1	10.0	9.1	5.0	-	9.9	5.8	4.1
Big Lottery Reaching Communities - community based projects supporting carers	34.0	86.4	61.4	59.0	-	81.0	47.0	34.0
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	234.6	301.5	522.7	13.4	-	718.8	484.2	234.6
	286.0	**583.4**	**779.0**	**90.4**	**7.9**	**873.0**	**594.9**	**286.0**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

18 Other commitments

	Land and buildings		Equipment	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Expiry date:				
In less than one year	**96.1**	**89.9**	**31.3**	**20.0**
Between one and five years	**64.0**	**172.6**	**30.2**	**-**
In over five years	**-**	**-**	**-**	**-**
	160.1	**262.5**	**61.5**	**20.0**

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires in November 2024.

19 Analysis of net assets between funds

	2023			2022		
	General £000	Restricted £000	**Total £000**	General £000	Restricted £000	Total £000
Tangible fixed assets	82.9	-	**82.9**	106.2	-	**106.2**
Cash at bank and in hand	423.5	90.4	**513.9**	370.0	286.0	**656.0**
Other net current assets	185.7	-	**185.7**	179.3	-	**179.3**
	692.1	**90.4**	**782.5**	**655.5**	**286.0**	**941.5**

20 Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £000	2022 £000
Net movement in funds	**(159.0)**	**97.1**
Adjustment for:		
Depreciation charge	**31.4**	**19.0**
Profit on sale of fixed assets	**-**	**(14.3)**
Interest from dividends, interest and rents from investments	**(0.4)**	**(1.4)**
(Increase) in debtors	**(348.5)**	**(144.9)**
Increase/(decrease) in creditors	**339.7**	**(48.4)**
Increase in dilapidations provision	**2.4**	**-**
Net cash used in operating activities	**(134.4)**	**(92.9)**

21 Analysis of changes in net debt - current year

	31 March 2022 £000	Cash flow £000	Other non cash changes £000	**31 March 2023 £000**
Cash at bank and in hand	656.0	(142.1)	-	**513.9**

	31 March 2021 £000	Cash flow £000	Other non cash changes £000	31 March 2022 £000
Cash at bank and in hand	822.2	(166.2)	-	**656.0**

22 Related party transactions

There are no related party transactions in this or the prior financial year (2022: none).

23 Prior year statement of financial activities

	2022		
	Unrestricted funds £000	Restricted funds £000	Total funds £000
Donations and legacies			
Donations and legacies	71.2	-	**71.2**
Grants receivable	67.0	873.0	**940.0**
Income from charitable activities:			
Care fees and contracts	3,387.1	-	**3,387.1**
Other charitable income	30.7	-	**30.7**
Investment income	1.4	-	**1.4**
Other income	15.3	-	**15.3**
Total income	**3,572.7**	**873.0**	**4,445.7**
Expenditure			
Costs of raising funds	63.1	-	**63.1**
Expenditure on charitable activities	3,690.6	594.9	**4,285.5**
Total expenditure	**3,753.7**	**594.9**	**4,348.6**
Net movement in funds for the year	**(181.0)**	**278.1**	**97.1**
Reconciliation of funds			
Total funds brought forward	836.5	7.9	**844.4**
Total funds carried forward	**655.5**	**286.0**	**941.5**

Legal and administrative details

Legal name	Caring Together Charity
Trading name	Caring Together
Charity number	1091522
Company number	4379948
Registered office	L D H House, Parsons Green, St Ives, Cambridgeshire PE27 4AA

Our advisors

Auditors	Price Bailey Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ
Bankers	Lloyds Bank plc PO Box 1000, BX1 1LT
Solicitors	Buckles Solicitors LLP Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and senior leadership team serving during the year and since the year end were as follows:

Trustees	Appointed
Stuart Evans (chair)	August 2017
Alison Griffiths (honorary treasurer)	June 2016
Mandy Hill	September 2021
David Hipple	February 2017
Matthew Lester (resigned Feb 2023)	June 2016
Christy O'Connell	September 2021
Donna Talbot	June 2021
Howard Tidman	September 2021
Christina Wells	February 2016

Senior leadership team	
Chief executive	Miriam Martin
Director of finance and resources	Neil Portor
Director of operations	Sarah Harvey
Head of care/registered manager	Lisa Downs
Head of people	Natalie Chandler
Head of fundraising and communications	Zoe Bunter
Head of digital and business intelligence	John Platten

Our trustees

Stuart Evans - chair of trustees

Entrepreneur Stuart previously chaired Arthur Rank Hospice Charity and was a board member of the East of England Development Agency. He and his wife adopted three children and have first-hand experience of caring.

Alison Griffiths – honorary treasurer

Alison, a chartered accountant, brings vast professional expertise to the board and was a director of taxation in international FTSE 100 groups. She is a trustee of Cambridgeshire Community Foundation.

David Hipple

David brings considerable financial and general management skills to the charity having spent over 35 years as a chartered accountant and director of finance for a number of large and medium sized groups in both the public and private sector.

Donna Talbot

As communications and income generation director at Arthur Rank Hospice, Donna has extensive experience in generating voluntary income from a variety of sources.

Christina Wells

Christina spent over 25 years working at a senior level in the public sector and has a wide range of experience, particularly within the NHS. Her interests include promoting the health and wellbeing of carers, developing carer friendly communities and safeguarding.

Mandy Hill

As managing director of Academic Publishing at Cambridge University Press, Mandy is skilled in delivering improved performance, strategic innovation and collaborative engagement.

Christy O'Connell

Christy has worked in the legal sector for over ten years and is currently a Counsel in the corporate team at Cleary Gottlieb, Steen & Hamilton LLP.

Howard Tidman

Howard is a registered psychiatric nurse with 11 years' experience of supporting carers within the Norfolk and Suffolk NHS Foundation Trust.

Please see our website for full biographies

Our senior leadership team

Miriam Martin – chief executive

Miriam has worked in the charity sector for over 20 years, including as chief executive at Action for Blind People, a UK-wide charity with a budget of £23mn, 900 staff and 400 volunteers, supporting 90,000 people each year.

Sarah Harvey – director of operations

Sarah is an experienced senior manager in adult and child social care, having worked for the local authority, private and charitable organisations.

Natalie Chandler - head of people

Natalie has over 20 years experience as a human resources professional. Before joining Caring Together Natalie was operations manager for a successful local homecare organisation.

John Platten - head of digital and business intelligence

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in a range of sectors.

Neil Portor - director of finance and resources

Neil is a qualified accountant with experience working in an executive role and reporting at board level within the charity sector, having worked at YMCA for over 25 years.

Lisa Downs – head of care/ registered manager for care

Lisa began her journey in social care as a coordinator and became a registered manager in 2016. After a short tenure working in bids and contracts, she realised her passion lies closer to the frontline of the industry

Zoe Bunter - head of fundraising and communications

Zoe has worked as a charity fundraiser for over 20 years. She has worked in both large national charities and smaller local organisations, raising essential funding for their work.

Please see our website for full biographies

Promoting Health Equality in Travelling Communities Conference
30th November 2022
Caring Together
so that carers have choices
NHS

NORFOLK
NORFOLK

Characters based on orginal cartoons
by Gerard Roadley-Battin
www.gerarddesign
Animation by
Samuel Allen

Fosters Solicitors
Client Entrance

Volunteer
with us
so that carers

MX60 OR

Work
with us
92%
Work with
us

Caring
Together
Looking
We can help you
We offer a range of support for carers and people they care for including:
Care in your home and community for adults and children
Information, advice and guidance to help you in your caring role
Dedicated staff to identify and arrange support for you.

Thank you

COMMUNITY CENTRE
Caring
Together
#SummerRaffl

Caring Together Charity

No unpaid carer in crisis

L D H House
Parsons Green
St Ives
PE27 4AA

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Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

Inspected and rated Good
Care Quality Commission

Provider ID 1-19234275

A Network Partner of CARERS TRUST

Registered with FUNDRAISING REGULATOR

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Caring Together Charity

No unpaid carer in crisis

Annual report and accounts 2022/23

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

CARING TOGETHER CHARITY

England & Wales - Charity number 1091522

Accounts

Caring Together

Annual report and accounts 2021/22

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

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Welcome

The devastating impact of coronavirus has continued to hit carers hard. This, together with the cost of living crisis, is pushing many carers to breaking point.

During the year we saw the demand for our services increase with our capacity hard pressed to meet it. We are not surprised by an Association of Directors of Adult Services (ADASS) carers survey reporting that in the East of England 40% of adult carers are caring for more than 100 hours per week, 40% saying their caring role had caused financial difficulties and 68% reporting a general feeling of stress.

The situation for young carers is just as worrying. A national snapshot poll which we conducted showed only 53% reporting having received a young carer's assessment which they have been entitled to for more than seven years, and most waiting between three and 10 years before receiving support. Young carers continue to have concerns about their mental health and life at school with those not linked into a young carers project being less happy about all aspects of their lives.

It is because of this that this year we have increased our influencing work to try and get to the heart of national and local policy for young carers.

We have launched a Young Carers Alliance which within four months reached 100 member organisations and members from across the globe. We hosted young carer research and practice forums and a meeting with the Children's Commissioner for England to meet and talk to young carers from across England.

We were delighted to co-host an event at the House of Lords for young carers to share their experiences with members as part of a successful campaign to protect their rights in the Health and Care Act.

We are linked in with key organisations such as the Department for Education, Ofsted and the Department of Health and Social Care.

We were also invited to present at the NHS England Commitment to Carers Oversight group about our work with the Young Carers Alliance.

As well as being able to reintroduce our community-based services once COVID restrictions were lifted, we also launched our new counselling service. Demand soon outstripped capacity so we are continuously seeking to innovate and secure new sources of funding so that all those who need this valuable service are able to access it when they need it.

We are continuing to make progress with our equality, diversity and inclusion action plan. This included staff and volunteers attending 'Walking in my shoes' sessions and being awarded funding to support our work to improve the inclusivity of our communications.

Our green champions are working in partnership with the board on our environmental action plan. This is prioritising waste minimisation, reducing our carbon footprint and reducing printing.

Without a doubt one of our highlights during the last year was to establish our carer council. This new council will ensure carers are at the heart of our work, shaping our strategy and plans, ensuring our continued relevance and that our work will deliver the greatest impact for carers.

Solid financial performance in recent years has meant that this year we were able to invest in implementing a new finance system, continue our digital transformation work, maintain our position as a real living wage employer and move to our new head office. This provides a welcoming space and improved facilities for our staff and volunteers. It has also marked our new 'normal' as we introduce hybrid working arrangements with our new space specifically designed for collaboration.

The challenges presented by COVID and increased demand for services has meant we have continued to relentlessly ask our staff and volunteers to go above and beyond and every day they have delivered. We are very grateful to our special team of people who continue to remain completely dedicated to supporting carers.

The Carer Friendly Tick Award continues to see more organisations in the education, health, community and employer categories identifying and supporting carers.

We couldn't do what we do without the ongoing support from funders, donors and partners. Thank you so much for everything that you have contributed to our work this year. It just simply wouldn't have been possible without you.

Stuart Evans
Chair of trustees

Miriam Martin
Chief executive

Timeline of our year

Caring Together work year-round to provide carers with the support they need, and campaign alongside carers for their rights. As well as the activities highlighted in the pages that follow, there have been some landmark dates throughout the year.

May 2021

We present at the **International Young Carers Conference** on raising awareness of young carers, sharing our experiences, resources we have developed and their impact.

The first carer is referred to our **new counselling service for carers.**

June 2021

Meetings with MPs – involving carers and members of our team – to discuss issues facing carers and for carers to share their experiences.

A **Carer Friendly Tick event** with presentations by organisations who hold the award, with them sharing their experiences and the value to them of identifying and supporting carers.

July 2021

The launch of our first **Carer Voice and Involvement Plan**, produced in partnership with carers.

September 2021

More than 80 professionals from research, policy and practice across the country join our first **Young Carers Research and Practice Forum.**

Mind the Gap project launched to increase engagement with previously unsupported carers in the Gypsy, Roma and Traveller communities.

October 2021

The first meeting of the new Caring Together **carer council** is held.

November 2021

Our work to identify and improve support for young carers is recognised as we are a finalist in the 'System-led support for carers' category at the national Health Service Journal awards.

As we move out of COVID restrictions, a trip for carers, the people they care for, and bereaved carers is held with them enjoying a day at Sandringham Christmas market.

Carers Rights Day sees us host a meeting between the Children's Commissioner for England and young carers from across the country.

December 2021

Our work to support adult carers over the next four years is awarded funding from **The National Lottery Community Fund**.

January 2022

We moved our **head office** to more accessible premises in St Ives, which is suited to collaborative and hybrid working.

February 2022

Young carers meet members of the **House of Lords** in a meeting we co-host with Barnardo's. They share their experiences and seek the support of members in protecting the rights of carers in the Health and Care Bill.

March 2022

Carers return to **meeting in-person at hubs** for the first time following the easing of COVID restrictions.

A network of more than 75 organisations and 150 individuals come together to form the **Young Carers Alliance** – each sharing a commitment to improving the identification, assessment and support of young carers and young adult carers.

How we are...

reducing isolation and loneliness

Isolation is a significant and increasing problem for people looking after a family member or friend. Having someone to talk to is an essential part of reducing the impact of one of the biggest challenges faced by carers.

This year the vast majority of carers (90%) reported they have felt lonely, increasing from 81% in 2019. More than a third (34%) of carers have said that they often or always feel lonely*.

Groups and hubs, trips, our Listening Ear service and opportunities for carers to meet together online are ways we have worked to reduce isolation and loneliness. Speaking to other carers and having opportunities to socialise together, with or without the person they care for, have been welcome opportunities for carers both in lockdown, and as restrictions have eased.

*State of Caring, Carers UK, 2021

"Apart from visiting my local shops and GP practice, I've not felt able to have any social meetings in 18 months but the draw to see all the old faces was enough.

I am so glad I came, and am still allowed to be part of this fantastic group."

Alan**, bereaved carer

** name changed to protect the identity of the individual.

What we did

390

We provided 390 hours of Listening Ear support to carers.

103

103 different adult carers attended our 80 groups, workshops and activities arranged for them.

118

118 different young carers and young adult carers attended our 55 groups, workshops and activities we organised for them.

The difference we made

95% of carers who took part in our carer voice activities said being involved made them feel less isolated.

Nine out of ten carers accessing trips reported they had increased opportunities to socialize with others.

100% of carers we provided with counselling felt the counsellor listened and responded to their needs.

How we are...

reducing health inequalities

Looking after someone who cannot cope without your help and support often has an impact on your own physical and mental health. Support is needed to reduce the health impacts of having a caring role.

In 2021 it was found 64% of carers said their physical health had become worse as a result of caring in the pandemic, and more than two-thirds (69%) reported their mental health had worsened.* The 2021 GP Patient Survey found 60% of carers surveyed said they themselves had a long-term condition, disability or illness.

We have acted to help carers attend their own medical appointments, have a break from their caring role and to develop improved skills on how they can look after their own wellbeing.

* State of Caring, Carers UK, 2021

> "After all the additional pressures on carers during lockdown, it was so lovely to have something organised for me, to relax together and feel thoroughly spoilt.
>
> It was a real boost to my wellbeing."

Jane**, talking about being able to enjoy a trip with other carers.

** name changed to protect the identity of the individual.

What we did

276

We supported 276 carers when their physical or mental health was at crisis point or they could not attend their own health appointments.

73,782

We provided 73,782 hours of homecare so that carers were able to take a break.

299

There were 299 carers who joined in the 37 training opportunities we offered.

The difference we made

100% of carers we supported with counselling felt more able to cope in their caring role.

96% of those accessing What If? emergency plans felt that they had been able to attend to their own health needs.

100% of those accessing carers training felt the information and support would help them maintain physical/mental health.

How we are...

increasing resilience and ability to care for longer

An illness, an accident, a gradual deterioration of the health of someone close to you... the world has then completely changed for you and the loved one you are caring for. Enabling carers to increase their resilience benefits them, and improves their ability to care for their loved one.

Across the UK 6,000 more people become carers each day. We act to give carers the skills and support they need to help them with their caring role, become more resilient, and improve their quality of life outside of their responsibilities in looking after someone.

Providing training, advice, practical support, and bursaries are just some of the ways that we help carers become more resilient and better able to care.

"Thank you so much for organising this Zoom meeting. I found it so useful on so many levels. It was really good to be able to speak with some dementia specialists and to hear the experiences of other carers.

At last, I feel people are listening to me when I try to get some dementia support in my area."

Carol**, after attending a carer learning session.

** name changed to protect the identity of the individual.

What we did

14,049

Our Caring Together helpline team gave support to carers, speaking to them on 14,049 calls.

610

610 What If? plan registrations were made, meaning a plan is in place for if a carer is unable to carry out their caring role, with 102 plans activated with planned support provided.

15,764

Our advice line team gave support to carers through 15,764 calls as part of the Carers Matter Norfolk service.

The difference we made

88% of carers completing training sessions reported they had developed more coping strategies.

83% of carers accessing one-off support and What If? emergency plans said that they feel less worried.

83% of carers who accessed training, trips and breaks, one-off support or What If? emergency plans reported feeling better supported in their caring role.

How we are...

increasing choice and control

Looking after a loved one can make it feel like your choices in life have been taken away. We work to help carers to have more choices – by providing and making them aware of available opportunities.

Being a carer can affect your education, employment, home life, or social and leisure activities. We work to give carers choices in these areas and in their caring role - being able to take a break or to have more options around how they care for the person they look after.

We provide bursaries, offer breaks from caring, give young adult carers opportunities to build skills that will help them find work or progress in education, offer trips, and provide social activities. We also give information and advice on what is available to the carer and the person they support. This provides carers with improved choices and more control over their lives.

Carers' voice opportunities help shape the work of Caring Together, raise awareness of carers, and encourage other organisations to take the needs and wishes of carers into account.

> "Thanks so much for taking the time to go through everything with me last week, it's really helped me focus on next steps and priorities for Jack's** transition into adult social care."

Annie**, parent carer who was supported with transition planning.

** name changed to protect the identity of the individual.

What we did

£17,426

We provided £17,426 in bursaries to carers to relieve pressures they face.

1,540

Our inside news email newsletters kept 1,540 people updated on the latest information and support available for carers, a 60% increase.

410

We enabled 410 carers to have time away from their caring role.

The difference we made

84% of carers involved in carer voice projects said their involvement had improved their skills and confidence.

Nine out of ten carers accessing training, one-off support and What If? emergency plans reported that they know where to go for extra help when they need it.

76% of carers accessing training, one-off support and What If? emergency plans reported that in crisis situations they would know where to go for extra help.

How we are...

supporting carers earlier

It takes too long for many people looking after a family member or friend to be recognised as a carer and given support. Early identification and support of carers helps them, and the person they care for.

Any one of us could become a carer at any moment. We work with a range of partners to improve the identification and support of carers of all ages. Our Carer Friendly Tick Awards cover education, health, community and employers, and we deliver awareness raising sessions, including with carers sharing their experiences.

Providing carers with breaks from their caring roles before they reach a crisis point is hugely important. We have held carer voice sessions for MPs, members of the House of Lords and others to increase their understanding of the need to identify and support carers.

Almost half (48%) of carers said they have had to give up work or study to carry out their caring role (Pushed to the Edge, Carers UK, February 2022). The same research found 51% of carers had given up hobbies or personal interests due to caring.

> "I have five young carers... they help and support me so much!
>
> Without Caring Together, they wouldn't get the opportunities to go and do more exciting things.
>
> Caring Together are not only there for the fun side of things but they are also there to support the children in many ways."

Sue**, parent whose children are young carers, supporting her.

** name changed to protect the identity of the individual.

What we did

98

98 organisations hold the Carer Friendly Tick Award recognising their work to identify and support carers.

1,102

Supported 1,102 people with homecare, giving their carers a break from their caring role.

33

Arranged and facilitated media coverage of carers and issues affecting carers on 33 occasions, many of these included carers sharing their experiences.

The difference we made

98% of those attending carer awareness raising sessions said their ability to meet the needs of carers and/or signpost them appropriately had improved.

95% of carers involved in our carer voice opportunities said they felt they had been listened to.

95% of those attending carer awareness raising sessions said their ability to identify carers within their setting had improved.

Our people

We believe that the combination of different life experiences, attributes and contributions from our colleagues makes the charity more effective, inclusive and a better place to work.

During 2021/22 our focus has been on reconnecting with each other and re-energising ourselves as we have emerged from various lockdowns. Taking learning from working remotely, our new hybrid arrangements have been enhanced by moving to a new office in St Ives which has improved collaboration and productivity.

We have made good progress with our equality, diversity and inclusion action plan with our staff engagement forum 'Your voice' arranging activities and lunches to embrace different cultures and communities in addition to rolling out a new equality, diversity and inclusion training programme.

Like other sectors we have found recruitment challenging and recognise that pay and benefits need to be competitive and relevant. We have been able to maintain our status as a real living wage employer and make a modest pay award to all employees.

Our team of volunteers make a unique and valuable contribution to our work, delivering 1,535 hours of support across the charity. Volunteers support our carer hubs, young carer activities and fundraising to name a few.

"On the whole I love working for Caring Together."

"I would like to say how great my line manager is. He is always around to chat and gets stuck in when needed."

"The Friday afternoon catch up Zoom session for volunteers is a very useful venue to air issues."

Quotes from three members of the Caring Together team.

What we did

119

119 staff and volunteers attended five 'Walking in my shoes' sessions.

50

50 new members of staff were welcomed to the Caring Together team this year.

17

17 new volunteers joined the charity this year and we saw the creation of two brand new volunteer roles.

The difference we made

92% of staff and volunteers say they are treated with respect.

83% of staff and volunteers feel valued for the work they do.

87% say that colleagues across the charity respect individual differences.

Thank you

The donations made by companies, community groups and individuals in 2021/22 have had an enormously positive effect of the lives of carers across our region. Thanks to you, people who felt isolated and alone in their caring role were able to meet with other carers and make new friends; carers who were lost trying to find information and get support were given clear information and direction from our helpline; and carers who were at their lowest ebb found expert support from our counselling service.

Thank you for standing with carers from age five upwards. Your support has made a world of difference.

Businesses supporting carers

We are very thankful to the companies that have invited us to deliver sessions to raise awareness of carers in their workplace, and raised funds or made donations.

We want to say a special thank you to Barclays Bank who have supported us through the COVID-19 pandemic, and to John Lewis who made two generous donations this year. Thank you also to Buckles Solicitors who have continued to support our work, for which we are very grateful.

Community groups and organisations showing kindness to carers

We have received fantastic support from community groups across this region, including Lakeside Lodge Golf Club, Pidley, who chose us as their Ladies Captain charity of the year, and Euston Masonic Lodge. The students at The King's School Peterborough also chose to support Caring Together and raised a very significant sum!

People across our region standing with local carers

It means such a lot when people give or raise funds with compassion and kindness. Thank you to every single person who has made a donation, bought a ticket in our Summer Raffle, or took part in our Valentine's Day virtual balloon race. A special thank you goes to our regular supporters who give every single month to support carers.

Helping others in memory of those we have lost

Gifts given in memory of a loved one are a very special way to support unpaid carers across our region. A sincere thank you to everyone who has given a donation at a funeral or in memory of someone special.

Jo's gift in memory of a dear friend

Jo decided to make a donation of £100 to Caring Together in memory of her friend, Martin.

> "Giving to the work that you do in supporting carers is a very fitting way of honouring a man who spent a lot of time supporting and caring for the people around him."

To help us support even more carers you can:

- Make a donation
- Organise a fundraiser
- Take part in an event or challenge
- Give a gift in memory of someone
- Support us in your workplace
- Leave a gift in your will
- Volunteer your time.

Your support makes a difference

£10 could pay for a call to our carer helpline.

£30 could help provide a young carer with a bursary for school resources.

£60 could train a volunteer to give carers someone to talk to.

£175 could provide a day of homecare to give a carer a break.

Find out more about how to support our work at caringtogether.org/help-us-help-others

We would like to thank the following organisations for supporting Caring Together:

- Barclays
- BBC Children in Need
- Bernard Sunley Foundation
- Bridges Outcomes Partnerships
- Cambridge City Primary Care Network
- Cambridgeshire and Peterborough Clinical Commissioning Group
- Cambridgeshire Community Foundation
- Cambridgeshire County Council
- Carers Trust
- Ely Primary Care Network
- Hinchingbrooke Foundation
- Huntingdon Freemen's Trust
- Masonic Charitable Foundation
- Maxine Lester Lettings and Property Management
- NHS Charities Together
- NHS England / Improvement
- Norfolk and Waveney Clinical Commissioning Group
- Norfolk and Waveney Health and Care Partnership
- Norfolk Community Foundation
- Norfolk County Council
- Peterborough City Council
- Quilter
- The Brampton Hub
- The Evelyn Trust
- The National Lottery Community Fund
- Voluntary Norfolk
- Walking for Norfolk

Carer voice

Caring Together is committed to having the voices of carers heard to shape our strategic direction and how we act to carry out our strategy. Their voices are important to ensuring we provide the most relevant and effective support for carers.

This year our carer voice and involvement plan, produced with carers, was published. This was followed by the creation of our carer council, which met for the first time in October 2021. The carer council makes sure the voices of carers and former carers are heard and acted on in everything done by Caring Together.

We have given opportunities for carers to have their voices heard by the Children's Commissioner for England, members of parliament, members of the House of Lords, and much wider audiences by creating media opportunities on radio, television, online and in newspapers.

There have been 68 carer involvement opportunities where carers have been able to speak of their experiences, give input into research, help shape services and contribute to policies being developed.

Carers' voice opportunities shape the work of Caring Together, raise awareness of carers, and encourage other organisations to take the needs and wishes of carers into account.

"Many of us who are, or have been carers, have clear ideas on what can make a difference to people looking after a family member or friend.

Caring Together's new carer council should play a hugely important role."

Steve Acklam, chair of Caring Together carer council.

Looking to the future

At the end of 2021 we refreshed our strategy and business plan. Our primary goal is to reach 50,000 carers through a variety of channels with the information, advice and practical support they need.

In the Autumn of 2022, we began the development of a new strategy.

Our strategy

Focussed growth
reaching more people with our core activities.

Excellence
being the best we can.

Innovation
delivering future solutions for carers.

Our goals 2022-2024

- Improve the identification of and support to carers in health and education settings.
- Ensure carers of all ages are able to access their statutory right to an assessment.
- Support and contribute to national campaigns for reforms to carers allowance.
- Seek improved provision for parent carers.
- Increase voluntary income to enable us to grow the capacity of our services.
- Improve the sustainability of our homecare service and seek to achieve CQC 'outstanding'.
- Strengthen our employer brand to improve staff retention and grow our workforce.
- Achieve the targets set out in our environmental, governance and equality, diversity and inclusion action plans.

Our outcomes

- Carers receive entitlements and support.
- Carers are heard, recognised and valued.
- Carers have more confidence in their caring role.
- Carers' health and wellbeing has stopped deteriorating or improved.
- Carers are supported in their life before, during and after caring.

Our impact

- Reduced isolation and loneliness.
- Reduced inequalities.
- Increased social value.
- Ability to care for longer.
- Increased choice, control and life chances.
- Being supported earlier.
- Increased resilience.

Compliance, governance and risk

The board of trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the finance and audit committee and quality and service delivery committee. The board receive a quarterly risk review and an annual report providing a summary of risk movement and actions taken during the year.

The charity's risk register is updated quarterly for this purpose. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. The charity's risk register details the category of risk, who the management lead is, who has overall responsibility and which body is responsible for review. Risks are reviewed monthly by the senior leadership team.

Caring Together's performance framework is updated annually to ensure internal reporting is against relevant key performance indicators, which are designed with the key risks, strategic direction of the charity and opportunities in mind. At the end of each quarter, as part of our reporting, each risk is reassessed and the residual risk rated according to the impact of mitigating actions and any new intelligence, knowledge and experience. We also assess whether the risk is decreasing, stable or increasing which enables trustees to understand movements of risks when it isn't appropriate to change red-amber-green (RAG) ratings.

Risks, their assessment and mitigating actions, are scrutinised each quarter by the relevant sub-committee or the board.

The board receives an annual risk report. This provides the opportunity to review the impact of our risk management processes, how risks have changed throughout the year, to review the risk management policy and to ensure any learning is identified, and influences future approaches to the management of risk.

Risk management is factored into business planning, performance management, the audit cycle, business continuity planning, project management, contract and grant applications and funding awards.

We started the year with key risks in the areas of finance, people, and systems. During the year we added cyber security and payroll resilience. One of the biggest issues for us during the year was to manage the impact of losing key members of staff and struggling to recruit replacements.

As a result of the actions we took to mitigate risks during the year, we:

- Ensured productivity and staff satisfaction was improved.
- Were awarded new income worth £1m over future years.

- Maintained all our services despite staff retention challenges.
- Achieved 'good' ratings from local authority and Clinical Commissioning Group inspections of our regulated homecare services.

The key risks for the charity going forward remain

Income

The changes in the health and social care system, as it moves to an integrated approach, will change future commissioning. We are as yet unsure of how this will impact on the way our current contracts will be recommissioned. Larger grants are harder to source, and smaller grants are often time consuming to administer. Neither tend to enable us to recover the full cost of projects and services so we will need to scrutinise each opportunity carefully. We are implementing a homecare strategy which sees us move away from non-cost effective local authority commissioned homecare to a service which covers its costs. This could have a negative impact on income during the transition period. Fundraising continues to be challenging and while we have set modestly ambitious targets for the year, we are aware that there is a risk income may not materialise.

People

Recruiting and retaining the highest quality staff remains a critical issue. The impact of this affects our ability to deliver services and respond to growing demand for carer support. The cost-of-living outlook for the next year means that people will be looking for roles that can help them maintain standards of living or improve them and we will struggle to be able to offer competitive salaries in all cases. We will be undertaking a review of benefits during the Autumn of 2022, recognising that there are other things we can do to make Caring Together an attractive workplace. We have participated in the 'fair cost of care' exercise which should result in greater levels of funding for homecare. This in turn will mean we can offer improved pay to our homecare team.

Systems

This year we were able to complete the roll out of our internal systems with the finance system being the final element of our roadmap. There have been some unexpected delays with the new people system, but implementation is imminent. That doesn't mean the work is all completed as there will always be improvements to the functionality that we can make. But we are now in a position to start to realise our aims of starting to better know and understand our customers, simplicity of referrals and elimination of a lot of manual processes.

This will support our increased reach to carers with exceptional customer service which we aspire to achieve. With an increased reliance on systems there are risks around data compliance and data entry which may impact on the accuracy and reliability of data analysis.

We comply with the NHS data security and protection toolkit . This assesses our performance against the National Data Guardian's ten data security standards , it assesses our:

- Information security.
- Confidentiality and data protection.
- Management structures and responsibilities. For example, assigning responsibility for carrying out the information governance and providing staff training.

We are continually looking at ways of improving cyber security through strengthening our systems, and staff training and awareness.

Competition

There is a lot of competition amongst providers for online services to carers which we are mindful could impact on our future service portfolio. While we are confident about the value of our local carer offering, we will lose brand visibility and market share if we don't respond appropriately and rapidly.

Compliance

Our homecare is regulated by the Care Quality Commission (CQC). We are pleased to have maintained our 'good' rating. This demonstrates our ongoing commitment and investment in maintaining high standards of care and ensuring our care professionals are highly trained and expert in the services they provide. Homecare remains an essential way of ensuring carers have access to much needed breaks.

Governance

In 2021, the trustee board engaged Bayes Business School, City University of London, to complete a board effectiveness review for us. The review assesses our performance against the principles of 'good governance' as set out in the Charity Governance Code.

The review concluded that the board are high-performing and very engaged, working in partnership with the executive team. Recommendations were made to improve our governance further in the areas of meeting effectiveness to build in generative and strategic discussions throughout the year; documentation and performance reviews. Since the conclusion of the review, any recommendations have been acted upon.

Financial review and results for the year

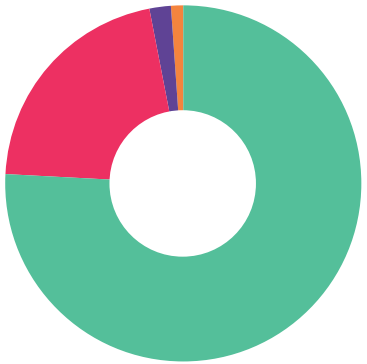
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Our charity has an effective system of internal control and major risks have been reviewed and systems and/or procedures have been established to manage those risks.

Overall, Caring Together made a surplus of £97k in the financial year to 31 March 2022 compared to a surplus of £14k in the previous year. Within this, however, we made a deficit on unrestricted-funded activities of £181k, as we invested in modernising our working practices, but also reflecting the challenging financial environment in which we operate. We ended the year with unspent restricted grants of £286k which will be spent in 2022/23.

Income

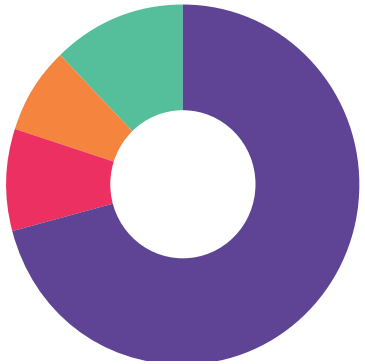
Our income increased from the previous year by £456k (9%) to £4,445k. Care fees and contracts continue to be our main sources of income.

We raised £4m income through:



- 76% care fees and contracts
- 21% grants receivable
- 2% donations and legacies
- 1% other income

We spent £4m on:



- 71% care and carer breaks
- 9% carer support
- 8% emergency care and hospital discharge
- 12% fundraising costs and raising awareness

Care fees and contracts relate to CQC regulated services and provision of carers' support, which include our contract as a strategic partner with Cambridgeshire County Council. Care fees and contract income increased by £362k to £3,387k.

Grants, donations and fundraising are our other sources of charitable income. Grant income in the year increased by £177k to £940k. Our principal donors are listed in note 5 to the financial statements. Most grants have been provided for a specific purpose; any amounts unspent at the year-end are carried forward in restricted reserves. Donations and legacies of £71k, are at a similar level to last year, fundraising campaigns having been put on hold because of the pandemic. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure increased by £372k (9%) to £4,348k in 2021/22, which reflects our increased service provision in 2021/22, as well as investment in new HR and finance systems and the move to our new office in St Ives. Staff working practices, digitised in response to the pandemic, have continued to modernise, with hybrid working becoming the norm for those staff who can work from home. We also remained a real living wage employer.

Funds and reserves

Our total unrestricted reserves at the year-end were £655k. Restricted reserves were £286k. The assets backing these reserves are shown in note 19 to the financial statements. Note 17 details the use of restricted funds received during the year.

The accounts also include deferred income of £75k which is funding received in advance for projects due to start in 2022/23.

Commissioners

We were grateful to be commissioned by the following organisations to deliver services during 2021/22:

- Bridges Outcomes Partnership
- Cambridge City Primary Care Network
- Cambridgeshire and Peterborough Clinical Commissioning Group
- Cambridgeshire County Council
- Huntingdonshire District Council
- NHS England and NHS Improvement
- NHS Norfolk and Waveney Clinical Commissioning Group
- Norfolk County Council
- Peterborough City Council
- Voluntary Norfolk.

Fundraising

During 2021/22 Caring Together continued to seek grant funding from charitable trusts and foundations, as well as approaching community groups and running fundraising activities to generate income to support our work. As experienced by many other charities, fundraising has been very challenging in a pandemic/post pandemic context, especially as many in-person events could not be held.

Our approach to fundraising

As we began to emerge from the worst of the effects of the pandemic we reviewed new potential sources of support. We have identified local companies as a key sector to engage with, both to benefit working carers and raise funding to support our services.

We have also identified that some of our internal systems and processes require improvement and refinement to support fundraising, so have proactively worked to develop these.

We have continued to offer fundraising activities to supporters including a new Summer Raffle launched in summer 2021, and a virtual balloon race. Local community groups and organisations have continued to support our work for which we are very thankful.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and our fundraising team comply with the Code of Fundraising Practice. All donations received are used for charitable purposes. There have been no reported failings in the compliance with the code during 2021/22.

Monitoring of fundraising carried out on our behalf

During 2021/22 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities. Where fundraising activities have been known to us, we have provided support and guidance as appropriate and ensured where possible that any such activities have adhered to government restrictions in place at the time.

Fundraising complaints

We have a complaints policy and procedure. We have not received any fundraising complaints during the fundraising period.

Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate

We follow regulations relating to privacy and data protection in all matters, including fundraising. Within our systems we maintain a system of permissions to ensure that people we are in contact with are able to inform us of their contact preferences.

We have an ethical fundraising policy. Our fundraising team members are aware of our ethical approach to fundraising and the requirements to adhere to the framework provided by the Code of Fundraising Practice.

No fundraising activity is incentivised through pay or other means. Our approach to fundraising is through relationship building.

Our staff are required to complete mandatory training which includes data protection, safeguarding of adults, and safeguarding of children. This training is undertaken on an annual basis thereafter and reminders are sent automatically from our e-learning system.

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2022 our reserves are as follows:

	Current year £	Previous year £
Unrestricted funds	655	836
Restricted funds	286	8
Total charity funds	941	844
Average monthly operating costs	350	331
Number of months operating costs held as reserves	2.7	2.6

The trustees review the reserves policy annually using the guidance given by the Charity Commission.

After consideration of ongoing operating costs and other potential calls on funds, the level of reserves the trustees have set aside provides financial stability and the means for the future development of our principal activity.

We have maintained our reserves at a level which is within the range of two to three months of operating costs. Unrestricted reserves fell below that level during 2021/22 but we will be seeking to restore them over the medium term.

This allows the charity to continue its current operations and gives time to plan in the event of operational difficulties. It also allows for the funding of projects referred to in this report, including continued digital transformation. It further allows for the funding of any one off, unexpected payments.

The trustees will continue to review the reserves policy annually to ensure it remains appropriate and reflective of the environment we are working in.

Investment policy

The trustees, having regard to the liquidity requirements of operating the charity, have set a policy to keep funds available in a current account and one or more interest-bearing deposit account(s) where appropriate. Trustees have considered diversifying their investment policy and concluded that no action should be taken to progress this currently.

Governance and management

Our governing document

Fenland Crossroads was established in 1982, followed by Crossroads Cambridge City in 1984 and Crossroads South and East Cambridgeshire and Crossroads Huntingdonshire in 1985. Crossroads Huntingdonshire was registered as a charity in September 1992 and incorporated in February 2002. The charity was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. By 2011 all charities had merged into this organisation.

In the event of the company being wound up members (our trustees) are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ('Caring Together') is governed by our latest Articles of Association and Memorandum dated 22 January 2022.

The board

Appointment of trustees

The board of trustees comprises of a minimum of three trustees and a maximum of 12. Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No trustee will serve more than three, three-year terms.

New trustees are appointed through an open recruitment process targeting individuals with the diversity of skills, experience and knowledge that the board has identified as needed to deliver the organisation's strategy and provide effective governance of the charity

Interested parties apply and are invited to meet the chair and other trustees for informal discussions. Should both parties want to proceed, prospective trustees are invited to take part in a formal interview process with representatives from the trustee board and senior leadership team, including the chief executive. All trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

Newly appointed trustees are given an induction pack based on good practice guidance issued by the Charity Commission.

The pack includes relevant policies and procedures, our Memorandum and Articles of Association, the latest financial statements, strategic plan and annual report.

New trustees are invited to meet with the chief executive and senior leadership team and encouraged to visit our services to meet carers and shadow members of staff.

Trustees are supported to attend workshops and training sessions to improve their knowledge of charity governance and network with trustees of other organisations.

Organisation

The board of trustees meet routinely six times per year. The two formal sub-committees, finance and audit, and quality and service delivery, meet four times a year each. Strategic away days are held from time to time.

The board sets up steering groups and task and finish groups to focus on the completion of specific activities.

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the chief executive, along with the senior leadership team. The chief executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

We are a network partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181). In 2018 there were 150 members of the network working across the UK. We pay Carers Trust an annual partner fee.

We are also a member of Carers UK, an independent registered charity in England and Wales (No. 246329). Carers UK give expert advice, information and support to carers.

We seek to work in partnership with others so that we can reach and support more carers and have worked together with over 60 voluntary and public sector organisations, as well as around 50 Carer Friendly Tick Award holders throughout the year.

A full list of our Carer Friendly Tick Award holders can be found on our website at caringtogether.org/carer-friendly-tick

Management

Pay policy for senior staff

The key management personnel of the charity are the board of trustees (directors) and the senior leadership team, as listed on pages 66-67. All trustees give of their time freely and none received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

During the year Mandy Hill, Christy O'Connell, Donna Talbot and Howard Tidman were appointed as trustees.

The company has an agreed remuneration policy. Salaries for the senior leadership team are set and reviewed annually by the board of trustees in consultation with the chief executive as appropriate. All other staff salaries are set by the senior leadership team. Increases in pay are kept within the budget agreed by the board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

Statement of trustees' responsibilities

The trustees (who are also directors of Caring Together Charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning their future activities. The section entitled 'Achieving our aims' from page 8 identifies and explains the various activities undertaken.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the board of trustees

Signed on behalf of the trustees on 23 November 2022

Stuart Evans
Chair of trustees

Independent auditor's report to the members of Caring Together

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have 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 directors' report included within the trustees' report.

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

- adequate and proper 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

Independent auditor's report to the members of Caring Together (continued)

- 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.
- 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 directors report or from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements.

This included those regulations directly related to the financial statements. In relation to the charitable company this included financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- Reviewing minutes of trustee board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the trustee board including serious incident reporting of these matters as necessary with the Charity Commission.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's 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 auditor's 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 the charitable company's members for our audit work, for this report, or for the opinions we have formed.

24 November 2022

Helena Wilkinson BSc FCA DChA
Senior Statutory Auditor
For and on behalf of Price Bailey LLP
Chartered Accountants
Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2022

Statement of financial activities (including income and expenditure account)

Income	Notes	2022 Unrestricted funds £000	2022 Restricted funds £000	2022 **Total funds £000**	2021 Total funds £000
Donations and legacies					
Donations and legacies	3	71.2	-	**71.2**	**76.3**
Grants receivable	5	67.0	873.0	**940.0**	**762.8**
Income from charitable activities:	4				
Care fees and contracts		3,387.1	-	**3,387.1**	**3,024.6**
Other charitable income	6	30.7	-	**30.7**	**19.6**
Investment income		1.4	-	**1.4**	**1.6**
Other income	7	15.3	-	**15.3**	**105.0**
Total income		3,572.7	873.0	**4,445.7**	**3,989.9**
Expenditure					
Costs of raising funds		63.1	-	**63.1**	**89.9**
Expenditure on charitable activities		3,690.6	594.9	**4,285.5**	**3,886.0**
Total expenditure	8	3,753.7	594.9	**4,348.6**	**3,975.9**
Net movement in funds for the year	10	(181.0)	278.1	**97.1**	**14.0**
Reconciliation of funds					
Total funds brought forward		836.5	7.9	**844.4**	**830.4**
Total funds carried forward	19 + 23	655.5	286.0	**941.5**	**844.4**

There were no recognised gains or losses for 2022 or 2021 other than those included in the statement of financial activities. All activities are continuing.

Note 23 refers to the prior year statement of financial activities.

The notes on pages 41 to 60 form part of these financial statements.

Balance sheet

	Notes	2022 £000	2021 £000
Fixed assets			
Tangible assets	13	**106.2**	**36.2**
Current assets			
Debtors	14	**687.3**	**542.4**
Cash at bank and in hand		**656.0**	**822.2**
Total current assets		**1,343.3**	**1,364.6**
Liabilities			
Creditors falling due within one year	15	**508.0**	**546.4**
Provision for dilapidations		**-**	**10.0**
Net current assets		**835.3**	**808.2**
Net assets		**941.5**	**844.4**
The funds of the charity			
Unrestricted funds	16	**655.5**	**836.5**
Restricted funds	17	**286.0**	**7.9**
Total charity funds		**941.5**	**844.4**

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf, by Stuart Evans and Alison Griffiths.

Stuart Evans
Chair
23 November 2022

Alison Griffiths
Honorary treasurer
23 November 2022

Statement of cash flows

	Notes	2022 £000	2021 £000
Cash (used in)/provided by operating activities	20	**(92.9)**	**180.5**
Cash flows from investing activities			
Purchase of equipment		**(89.0)**	**(41.4)**
Proceeds of disposal of fixed asset		**14.3**	**-**
Interest income		**1.4**	**1.6**
Cash flows used in investing activities		**(73.3)**	**(39.8)**
(Decrease)/increase in cash and cash equivalents in the year		**(166.2)**	**140.7**
Cash and cash equivalents at the beginning of the year		**822.2**	**681.5**
Total cash and cash equivalents at the end of the year		**656.0**	**822.2**

Reconciliation of net cash flow to movement in net debt

	Notes	2022 £000	2021 £000
(Decrease)/increase in cash in the year being movement in net funds in the year	21	**(166.2)**	**140.7**
Net funds at 1 April		**822.2**	**681.5**
Net funds at 31 March		**656.0**	**822.2**

Notes to the accounts

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 (Charities SORP (FRS 102))), and the Companies Act 2006.

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently six (2020: eight) trustees who are also the members of the company names on page 62. 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 charity is a registered charity. The registered office of the charity is L D H House, Parsons Green, St Ives, Cambridgeshire, PE27 4AA.

The charity 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 note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

(b) Preparation of the accounts on a going concern basis

The board of trustees consider that there are sufficient reserves held at the year end to manage any foreseeable changes in contracts and other income sources for the charity.

The board of trustees have reviewed and approved a forecast which shows the company trading sustainably beyond the next 12 months. Consequently at the time of approving the financial statements, the trustees have an expectation that the charity has adequate resources to continue operations for more than 12 months and believe there are no material uncertainties about the charity's ability to continue as a going concern, and have therefore adopted the 'going concern' basis in preparing the accounts.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

(d) Donated services and facilities

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts.

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

(g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as charity ball and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 9.

(i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(j) Depreciation

Individual tangible fixed assets, or projects, costing £1,000 or more are capitalised at cost, apart from all laptops and no mobile phones are capitalised. Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset category	Annual rate
Equipment	25% straight line
Motor vehicles	25% straight line
Furniture and fittings	20% straight line

(k) Debtors

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

(l) Cash at bank and in hand

Cash at bank and cash 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.

(m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

The pension liability and expense is allocated between restricted and unrestricted funds according to the staff time taken on each activity.

(o) Financial instruments

The charity 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. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(p) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical accounting judgements or key sources of estimation uncertainty requiring disclosure.

3 Income from donations and legacies

	2022			2021		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£000	£000	**£000**	£000	£000	£000
Gifts	71.2	-	**71.2**	49.0	7.7	**56.7**
Legacies	-	-	**-**	19.6	-	**19.6**
Grants receivable (see note 5)	67.0	873.0	**940.0**	10.6	752.2	**762.8**
	138.2	873.0	**1,011.2**	79.2	759.9	**839.1**

Income from donations and legacies comprises income generated from the following sources:

- gifts and donations received/receivable including legacies
- any tax reclaimed on amounts received under gift aid.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

4 Income from charitable activities

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	**2022 Total**
	£000	£000	£000	£000	**£000**
By source:					
Care fees and contracts	2,298.1	224.6	553.5	310.9	**3,387.1**
Other income	19.7	4.6	-	6.4	**30.7**
Total income from charitable activities	2,317.8	229.2	553.5	317.3	**3,417.8**

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2021 Total
	£000	£000	£000	£000	£000
By source:					
Care fees and contracts	2,120.3	213.7	584.2	106.4	**3,024.6**
Other income	13.3	4.2	-	2.1	**19.6**
Total income from charitable activities	2,133.6	217.9	584.2	108.5	**3,044.2**

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2022			2021		
	Unrestricted funds	Restricted funds	**Total funds**	Unrestricted funds	Restricted funds	Total funds
	£000	£000	**£000**	£000	£000	£000
Barclays 100	-	100.0	**100.0**	-	-	**-**
BBC Children in Need	-	48.3	**48.3**	-	85.3	**85.3**
Cambridgeshire and Peterborough Clinical Commissioning Group	-	337.8	**337.8**	-	255.0	**255.0**
Cambridgeshire Community Foundation	-	64.1	**64.1**	-	41.9	**41.9**
Cambridge City Primary Care Network	-	10.0	**10.0**	-	-	**-**
Cambridgeshire County Council Mind the Gap	-	9.9	**9.9**	-	9.9	**9.9**
Carers Trust	-	15.0	**15.0**	-	15.0	**15.0**
Ely North Primary Care Network	-	11.0	**11.0**	-	-	**-**
Huntingdon Freemen's Trust	7.0	-	**7.0**	-	3.0	**3.0**
Julia and Hans Rausing	-	-	**-**	-	97.7	**97.7**
Masonic Charitable Trust	-	35.0	**35.0**	-	-	**-**
The National Lottery Community Fund – Norfolk Young Carers Forum	-	-	**-**	-	43.4	**43.4**
The National Lottery Community Fund – CAST	-	16.2	**16.2**	-	19.5	**19.5**
The National Lottery Community Fund – Reaching Communities/Connecting Carers	-	81.0	**81.0**	-	64.1	**64.1**
NHS England	-	6.1	**6.1**	-	-	**-**
Norfolk and Waveney Clinical Commissioning Group (Co-production)	-	20.0	**20.0**	-	-	**-**
Norfolk and Waveney Clinical Commissioning Group (Gypsy, Roma & Traveller)	-	49.0	**49.0**	-	-	**-**
Norfolk Community Foundation	-	8.0	**8.0**	-	-	**-**
Peterborough City Council	-	-	**-**	-	93.3	**93.3**
Quilter	-	15.0	**15.0**	-	-	**-**
NCC and CCC Infection Control and Workforce Retention grants	60.0	-	**60.0**	-	-	**-**
Others £5,000 and below	-	46.6	**46.6**	10.6	7.0	**17.6**
Add: brought forward deferred from previous year	-	-	**-**	-	17.1	**17.1**
	67.0	873.0	**940.0**	10.6	752.2	**762.8**

The grants we receive are for the support of carers.

We have no unfulfilled conditions and other contingencies attached to grants that have been recognised in income.

During the financial year we also received furlough payments from the government.

6 Other charitable income

	2022 Unrestricted funds £000	2022 Restricted funds £000	**Total funds £000**
Other income	30.7	-	**30.7**
	30.7	-	**30.7**

	2021 Unrestricted funds £000	2021 Restricted funds £000	Total funds £000
Other income	19.6	-	**19.6**
	19.6	-	**19.6**

7 Other income

	2022 £000	2021 £000
Profit on sale of fixed asset	**14.3**	**-**
Government grants - Coronavirus job retention scheme income	**-**	**65.9**
Infection control income and workforce retention grant	**1.0**	**39.1**
	15.3	**105.0**

There were no unfulfilled conditions or other contingencies attached to the coronavirus job retention scheme income.

The grants have been recognised in income and no amounts have been carried forward as deferred income.

8 Analysis of expenditure

Activity by type:	Total expenditure 2022 Direct costs £000	Support costs £000	2022 Total £000
Care and carers breaks	1,948.0	1,119.4	**3,067.4**
Carer support (information, advice and guidance)	278.2	128.5	**406.7**
Emergency care and hospital discharge	208.5	124.7	**333.2**
Raising awareness	328.6	149.6	**478.2**
Fundraising costs	-	63.1	**63.1**
Total expenditure on activities	2,763.3	1,585.3	**4,348.6**

Activity by type	Total expenditure 2021 Direct costs £000	Support costs £000	2021 Total £000
Care and carers breaks	1,967.9	808.9	**2,776.8**
Carer support (information, advice and guidance)	346.1	147.3	**493.4**
Emergency care and hospital discharge	267.2	121.6	**388.8**
Raising awareness	174.6	52.4	**227.0**
Fundraising costs	-	89.9	**89.9**
Total expenditure on activities	2,755.8	1,220.1	**3,975.9**

Expenditure on the charitable activities by the company was £4,285.5k (2021: £3,886.0k) of which £3,690.6k was unrestricted (2021: £2,783.8k) and £594.7k was restricted (2021: £753.9k).

Cost of raising funds in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the five key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

General support	General support	Governance function	**2022 Total**	Basis of apportionment
	£000	£000	**£000**	
Annual report, audit and AGM	-	14.6	**14.6**	Direct staff cost
Trustees' expenses and training	-	-	**-**	Direct staff cost
General office, HR and finance staff	662.5	141.2	**803.7**	Direct staff cost
Premises	175.7	-	**175.7**	Desks used
IT and communications	312.1	-	**312.1**	Direct staff cost
Fundraising	63.1	-	**63.1**	Direct staff cost
Subscriptions, insurance and professional fees	93.8	-	**93.8**	Direct staff cost
Staff welfare and recruitment	103.3	-	**103.3**	Direct staff cost
Depreciation	19.0	-	**19.0**	Direct staff cost
Total	1,429.4	155.9	**1,585.3**	

9 Analysis of governance and support costs (continued)

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the four key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

	General support	Governance function	2021 Total	Basis of apportionment
	£000	£000	£000	
Annual report, audit and AGM	-	12.1	**12.1**	Direct staff cost
Trustees' expenses and training	-	0.2	**0.2**	Direct staff cost
General office, HR and finance staff	446.9	141.5	**588.4**	Direct staff cost
Premises	66.1	-	**66.1**	Desks used
IT and communications	306.1	-	**306.1**	Direct staff cost
Fundraising	89.9	-	**89.9**	Direct staff cost
Subscriptions, insurance and professional fees	98.0	7.7	**105.7**	Direct staff cost
Staff welfare and recruitment	49.0	-	**49.0**	Direct staff cost
Depreciation	2.6	-	**2.6**	Direct staff cost
Total	1,058.6	161.5	**1,220.1**	

10 Net income/(expenditure) for the year

This is stated after charging:	**2022** **£000**	2021 £000
Depreciation	**19.0**	5.2
Audit fee	**8.4**	7.0
Operating lease rentals – land and buildings and equipment	**113.9**	101.0
Profit on sale of fixed asset	**14.3**	-

11 Staff costs, trustee remuneration and expenses, and the cost of key management personnel

	2022	2021
The staff costs were:	£000	£000
Wages and salaries	**2,779.3**	**2,703.6**
Social security costs	**219.3**	**208.3**
Payments for termination of employment	**-**	**34.8**
Pension costs	**61.5**	**53.2**
	3,060.1	**2,999.9**

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2021: 2).

	£60,000-£69,999	£70,000-£79,999	£100,000-£109,999
Number of people 2022	1	1	-
Number of people 2021	-	1	1

The charity trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2021: £nil). Neither were they paid for professional or other services supplied to the charity (2021: £nil). No trustee expenses were paid during the accounting period. (2021: £nil).

The key management personnel of the charity comprise:

The trustees, chief executive, deputy chief executive, director of finance and resources, director of operations, head of people, head of fundraising, head of engagement and digital transformation manager. The total employee benefits of the key management personnel of the charity were £378.9.k (2021: £465.1k). The key management personnel of the company are listed on page 67 of the trustees' annual report.

The charity operates a defined contribution pension scheme. Contributions totalling £14,733 (2021: £14,771) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:

	2022 £	2021 £
Payments in lieu of notice	-	14,123
Ex-gratia payments - severance pay, two people	-	34,777
Total	**-**	**48,900**

12 Staff numbers

The average monthly head count was 142 staff (2021: 149 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2022 Number	2021 Number
Senior management	**7.1**	**8.0**
Service delivery	**78.6**	**79.8**
Administration and finance	**15.6**	**15.0**
Total full-time equivalent	**101.3**	**102.8**

13 Fixed assets

All funded by unrestricted reserves	Motor vehicles £000	Equipment £000	Furniture and fittings £000	**Total £000**
Cost				
At 1 April 2021	43.4	41.4	0	**84.8**
Additions	-	23.9	65.1	**89.0**
Disposals	(43.4)	-	-	**(43.4)**
At 31 March 2022	-	65.3	65.1	**130.4**
Depreciation				
At 1 April 2021	43.4	5.2	-	**48.6**
Depreciation charge	-	14.7	4.3	**19.0**
Disposals	(43.4)	-	-	**(43.4)**
At 31 March 2022	**-**	**19.9**	**4.3**	**24.2**
Net book value				
At 1 April 2021	**-**	**36.2**	**-**	**36.2**
At 31 March 2022	**-**	**45.4**	**60.8**	**106.2**

14 Debtors: due within one year

	2022 £000	2021 £000
Trade debtors	**459.0**	**200.5**
Prepayments and accrued income	**214.1**	**325.1**
Other debtors	**14.2**	**16.8**
	687.3	**542.4**

15 Creditors: due within one year

	2022 £000	2021 £000
Trade creditors	**214.5**	**138.9**
Accruals and deferred income	**164.7**	**272.1**
Taxation and social security	**114.4**	**119.3**
Other creditors	**14.4**	**16.1**
	508.0	**546.4**

Deferred income:	2022 £000	2021 £000
Balance b/fwd	**171.5**	**17.1**
Released in year	**(171.5)**	**(17.1)**
Deferred in year	**75.3**	**171.5**
Balance c/fwd	**75.3**	**171.5**

16 General reserves

	2022			
	Brought forward	Income	Expenditure	**Carried forward**
	£000	£000	£000	**£000**
General reserve	836.5	3,572.7	3,753.7	**655.5**

	2021			
	Brought forward	Income	Expenditure	Carried forward
	£000	£000	£000	£000
General reserve	828.5	3,230.0	3,222.0	**836.5**

17 Analysis of movements in restricted funds

	Brought forward £000	Income £000	2022 Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	7.9	48.3	42.9	13.3
Norfolk young and young adult carers* - for carers aged up to 18 years	-	7.5	7.5	-
Norfolk Young Carers Forum - to give young carers a voice	-	7.5	7.5	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	9.9	5.8	4.1
Big Lottery Reaching Communities - community based projects supporting carers	-	81.0	47.0	34.0
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	-	718.8	484.2	234.6
	7.9	**873.0**	**594.9**	**286.0**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

17 Analysis of movements in restricted funds (continued)

	Brought forward £000	Income £000	2021 Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	-	108.6	100.7	7.9
Norfolk young and young adult carers* - for carers aged up to 18 years	-	43.4	43.4	-
Norfolk Young Carers Forum - to give young carers a voice	-	43.4	43.4	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	41.9	41.9	-
Big Lottery Reaching Communities - community based projects supporting carers	-	64.1	64.1	-
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	1.9	458.5	460.4	-
	1.9	**759.9**	**753.9**	**7.9**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

18 Other commitments

At 31 March 2022 the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2022	2021
	£000	£000
Expiry date:		
In less than one year	**89.9**	**51.7**
Between one and five years	**172.6**	**-**
In over five years	**-**	**-**
	262.5	**51.7**

	Equipment	
	2022	2021
	£000	£000
Expiry date:		
In less than one year	**20.0**	**41.0**
Between one and five years	**-**	**20.7**
In over five years	**-**	**-**
	20.0	**61.7**

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires in November 2024.

19 Analysis of net assets between funds

	2022		
	General	Restricted	**Total**
	£000	£000	**£000**
Tangible fixed assets	106.2	-	**106.2**
Cash at bank and in hand	370.0	286.0	**656.0**
Other net current assets	179.3	-	**179.3**
	655.5	286.0	**941.5**

	2021		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	36.2	-	**36.2**
Cash at bank and in hand	814.3	7.9	**822.2**
Other net current assets	(14.0)	-	**(14.0)**
	836.5	7.9	**844.4**

20 Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£000	£000
Net movement in funds	**97.1**	**14.0**
Adjustment for:		
Depreciation charge	**19.0**	**5.2**
Profit on sale of fixed assets	**(14.3)**	**-**
Interest from dividends, interest and rents from investments	**(1.4)**	**(1.6)**
(Increase) in debtors	**(144.9)**	**(131.7)**
(Decrease)/increase in creditors	**(48.4)**	**294.6**
Net cash (used in)/provided by operating activities	**(92.9)**	**180.5**

21 Analysis of changes in net debt - current year

	31 March 2021	Cash flow	Other non cash changes	**31 March 2022**
	£000	£000	£000	**£000**
Cash at bank and in hand	822.2	(166.2)	-	**656.0**

	31 March 2020	Cash flow	Other non cash changes	31 March 2021
	£000	£000	£000	£000
Cash at bank and in hand	681.5	140.7	-	822.2

22 Related party transactions

There are no related party transactions in this or the prior financial year (2021: none).

23 Prior year statement of financial activities

	2021 Unrestricted Funds £000	2021 Restricted Funds £000	2021 Total Funds £000
Donations and legacies			
Donations and legacies	68.6	7.7	**76.3**
Grants receivable	10.6	752.2	**762.8**
Income from charitable activities:			
Care fees and contracts	3,024.6	-	**3,024.6**
Other charitable income	19.6	-	**19.6**
Investment income	1.6	-	**1.6**
Other income	105.0	-	**105.0**
Total income	3,230.0	759.9	**3,989.9**
Expenditure			
Costs of raising funds	89.9	-	**89.9**
Expenditure on charitable activities	3,132.1	753.9	**3,886.0**
Total expenditure	3,222.0	753.9	**3,975.9**
Net income /(expenditure) before transfers	8.0	6.0	**14.0**
Net movement in funds for the year	8.0	6.0	**14.0**
Reconciliation of funds			
Total funds brought forward	828.5	1.9	**830.4**
Total funds carried forward	836.5	7.9	**844.4**

Legal and administrative details

Legal name	Caring Together Charity
Trading name	Caring Together
Charity number	1091522
Company number	4379948
Registered office	L D H House, Parsons Green, St Ives, Cambridgeshire PE27 4AA

Our advisors

Auditors	Price Bailey Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ
Bankers	Lloyds Bank plc PO Box 1000, BX1 1LT
Solicitors	Buckles Solicitors LLP Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and senior leadership team serving during the year and since the year end were as follows:

Trustees	Appointed
Stuart Evans (chair)	August 2017
Alison Griffiths (honorary treasurer)	June 2016
Mandy Hill	September 2021
David Hipple	February 2017
Matthew Lester	June 2016
Christy O'Connell	September 2021
Donna Talbot	June 2021
Howard Tidman	September 2021
Christina Wells	February 2016

Senior leadership team	
Chief executive	Miriam Martin
Deputy chief executive (resigned Sep 2022)	Melanie Gray
Director of finance and resources (resigned Jun 2022)	Robert Keegan
Interim director of finance and resources (appointed Jul 2022)	Virginia Grace
Director of finance and resources (appointed Oct 2022)	Neil Portor
Director of operations/registered manager	Sarah Harvey
Head of care (appointed Sept 2022)	Lisa Downs
Head of people (resigned Oct 2021)	Anna Bainbridge
Head of people (appointed Dec 2021, resigned May 2022)	Liz Elstub
Head of people (appointed Sep 2022)	Natalie Chandler
Head of fundraising and engagement (resigned Sep 2021)	Hannah Crouch
Head of engagement	Andy McGowan
Head of fundraising (appointed Feb 2022)	Zoe Bunter
Digital transformation manager	John Platten

Our trustees

Our current trustees at time of publication

Stuart Evans - chair of trustees

Entrepreneur Stuart previously chaired Arthur Rank Hospice and was a board member of the East of England Development Agency. He and his wife adopted three children and have first-hand experience of caring.

Alison Griffiths – honorary treasurer

Alison, a chartered accountant, brings vast professional expertise to the board and was a director of taxation in international FTSE 100 groups. She is a trustee of Cambridgeshire Community Foundation.

David Hipple

David brings considerable financial and general management skills to the charity having spent over 35 years as a chartered accountant and director of finance for a number of large and medium sized groups in both the public and private sector.

Christy O'Connell

Christy has worked in the legal sector for over ten years and is currently a Counsel in the corporate team at Cleary Gottlieb, Steen & Hamilton LLP.

Howard Tidman

Howard is a registered psychiatric nurse with 11 years' experience of supporting carers within the Norfolk and Suffolk NHS Foundation Trust.

Mandy Hill

As managing director of Academic Publishing at Cambridge University Press, Mandy is skilled in delivering improved performance, strategic innovation and collaborative engagement.

Matthew Lester

Matthew is a director of Sunday Times and ESTA Gold Award winning Maxine Lester Residential Lettings and Property Management. He spent ten years as operations director for the Papworth Trust where he was responsible for service delivery by 200 staff.

Donna Talbot

As communications and income generation director at Arthur Rank Hospice, Donna has extensive experience in generating voluntary income from a variety of sources.

Christina Wells

Christina spent over 25 years working at a senior level in the public sector and has a wide range of experience, particularly within the NHS. Her interests include promoting the health and wellbeing of carers, developing carer friendly communities and safeguarding.

Please see our website for full biographies

Our senior leadership team

Our current team at time of publication

Miriam Martin – chief executive

Miriam has worked in the charity sector for over 20 years, including as chief executive at Action for Blind People, a UK-wide charity with a budget of £23mn, 900 staff and 400 volunteers, supporting 90,000 people each year.

Sarah Harvey – director of operations/registered manager for care

Sarah is an experienced senior manager in adult and child social care, having worked for the local authority, private and charitable organisations.

Zoe Bunter - head of fundraising

Zoe joined Caring Together in February 2022 having worked as a charity fundraiser for over 20 years. She has worked in both large national charities and smaller local organisations, raising essential funding for their work.

Andy McGowan - head of engagement

Andy has over 15 years' experience of carers' policy, awareness-raising and participation on a local and national level and was part of the national campaign to introduce legal rights for young carers.

Neil Portor - director of finance and resources

Neil joined Caring Together in October 2022. He is a qualified accountant with experience working in an executive role and reporting at board level within the charity sector, having worked at YMCA for over 25 years.

Lisa Downs – head of care

Lisa joined Caring Together in September 2022 having worked in various roles in social care sector for many years. She began her journey in care as a coordinator and became a registered manager in 2016. After a short tenure working in bids and contracts, she realised her passion lies closer to the frontline of the industry.

Natalie Chandler - head of people

Natalie has over 20 years experience as an HR professional. Before joining Caring Together Natalie was ooperations manager for a successful local homecare organisation.

John Platten - digital transformation manager

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in the academic, local government and property sectors.

Please see our website for full biographies

Caring Together

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Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

Inspected and rated Good
CareQuality Commission

A Network Partner of
CARERS TRUST

Registered with FUNDRAISING REGULATOR

v1.0

CARING TOGETHER CHARITY

England & Wales - Charity number 1091522

Accounts

Caring Together

so that carers have choices

Trustees' annual report 2020/21

Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

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Welcome

It is difficult to believe that it is over a year since we first heard the word 'coronavirus'. It has turned everyone's lives upside down. But for carers, it has had a devastating effect.

The necessary restrictions put in place to tackle the pandemic eroded the usual ways in which carers are supported in our communities. These were challenging times for us all but for carers, their world shrunk even further. It is overwhelmingly clear that the coronavirus crisis has taken its toll and carers are closer to breaking point than ever before.

During this unsettling time, and as we anticipate lockdown measures being relaxed, we remain certain of one thing, that carers and their families will need our support more than ever. With your help, together, we have and will continue to ensure our services offer the greatest possible impact to carers of all ages and the people they care for.

Throughout the year we acted quickly to meet the needs of carers, reaching 17,500 carers, their families and the people who support them across Cambridgeshire, Peterborough and Norfolk. Whilst our fundraising efforts did not realise our ambition for growth, we were able to benefit from emergency funding. We are so grateful for the support of funders whose reactiveness enabled us to respond to the coronavirus crisis and to continue with our planned investment and commitment to becoming a more efficient and sustainable organisation.

As the way we interact with each other has changed in the last 12 months, our digital transformation has taken on new meaning as we continue to implement our plan, introducing new systems to improve the experience of those who use our services, as well as well as equipping our team of 157 staff and 43 volunteers to work remotely.

We started to deliver support for adult carers as part of a three-year contract commissioned by Cambridgeshire County Council and Peterborough City Council. We are delighted to further grow our support for carers as part of Norfolk County Council's Carers Matter Norfolk partnership providing advice for adult carers.

If this year has taught us anything, it is about the power of caring together. During a year like no other, people – our staff, our volunteers, our supporters, our friends in other organisations and, most importantly the carers in our communities – have worked together to be there for each other and for those who need it most, and for this we would like to say a big thank you.

Stuart Evans
Chair of trustees

Miriam Martin
Chief executive

A year like no other

It has been a year like no other. We balanced moving forward with our planned activities with responding to the unforeseen challenges of the COVID-19 pandemic. These are the steps we took to make sure that we were there to support carers when they needed us most.

April 2020

We **moved to a remote model of working** using Teams and Zoom to communicate across the charity.

We **procured the personal protective equipment (PPE)** needed to protect our care team, making sure they were fully briefed in how to safely support those we care for.

Furlough helped us to **safeguard some of the charity's income** where workload had reduced and protect our colleagues where it was needed.

May 2020

We **conducted a survey** of carers in Cambridgeshire, Peterborough and Norfolk to understand how the pandemic was affecting them and what we could do to help.

Our **carer hubs went virtual** as we resumed our regular support for carers using Zoom.

June 2020

During Carers Week we **promoted our caring for carers emergency fundraising appeal** to make sure that we were there for carers.

We **distributed carer care packs**, including essential PPE, to give peace of mind when looking after someone.

We **switched IT providers** to ensure reliability of service.

We **changed our care management platform** to make our homecare operations more effective.

July 2020

With the support of Carers Trust, we **launched the carers emergency fund** to provide swift support to carers to address the emergencies and difficult situations the coronavirus crisis has created.

August 2020

Cambridgeshire County Council and Peterborough City Council's new **all age carer service commenced** which sees Caring Together deliver carer services to adult carers across Cambridgeshire and Peterborough on behalf of the two councils.

September 2020

Thanks to funding from Cambridgeshire, Norfolk and Suffolk Freemasons, we **provided a back to education bursary** for young carers to help reduce the impact of COVID-19 on their education.

October 2020

We were able to **resume face-to-face** activities for young carers, organising a number of COVID-safe visits during half-term.

November 2020

As part of our commitment to improving our workforce diversity, inclusion and serving our customers better four members of our team were **trained and went on to deliver equality, diversity and inclusion training** to all staff across the charity.

December 2020

We **supported carers at Christmas** providing hampers and foodie treats along with organising festive virtual get togethers to make sure they knew that they were not alone.

January 2021

We **helped carers to attend their COVID-19 vaccination appointments** by providing support from our dedicated care workers and transport arrangements.

We **opened applications to our carer choices fund**, providing support for carers to help reduce the effect of the pandemic on their own health, wellbeing and opportunities.

February 2021

As lockdown continued, we asked our supporters to **take part in our walk your walk for carers** virtual fundraising challenge.

March 2021

We started to **deliver the advice, marketing and community engagement service** for adult carers in Norfolk as part of the Carers Matter Norfolk Partnership.

How we are...

reducing isolation and loneliness

Caring for a friend or family member can make you feel very alone for many reasons. Reasons that are not always within your control.

The impact of feeling alone and with little contact with the outside world has been linked to premature death and an increased risk of dementia and other serious conditions affecting health and wellbeing.

Eight out of ten carers have felt lonely or socially isolated as a result of their caring role. The COVID-19 pandemic has only made this worse for carers. In response to our survey on the impact of the crisis on carers, 77% of carers felt even more lonely or isolated since the start of the pandemic. This rose to 80% of young carers or young adult carers.

Through our services we make sure carers have someone to talk to and can create vital connections with others.

"Sometimes it's hard – I'm a bit down. It just builds my spirits up a bit after speaking to Pat – we chat about different things – I miss that socialising... I definitely think they do help me to cope – I really do – I look forward to them.

"It feels it is my 'me' time and it's nice."

Liz, on her conversations with one of our listening ear volunteers.

What we did

1,385

Made 1,385 calls to 81 carers as part of our listening ear service giving carers the chance to talk to someone who cares.

109

Ran 109 carer groups and workshops giving 113 carers the opportunity to get together with others.

91

Organised 91 activities as part of the Norfolk young carers forum and five COVID safe trips for young carers.

The difference we made

100% of carers attending virtual hubs reported that the group helped them feel better connected to other carers and to their community.

Nine out of ten of young carers who are part of the Norfolk young carers forum feel less isolated.

92% of young carers said spending time with other young carers helped them feel less alone.

How we are...

reducing health inequalities

We are told day in, day out, that looking after someone who cannot cope without your support is hard. It can have a devastating effect on your own health and wellbeing.

Attending even routine medical appointments can be difficult for carers when they are looking after someone. Finding time to spend with friends, to relax, or take part in exercise can feel near impossible. Nearly nine out of ten carers say that caring has a negative impact on their own health.

The COVID-19 pandemic has driven carers closer to breaking point than ever before; 78% of carers have not been able to take a break from caring, a role which has increased for 76%. As a result 82% are feeling more stressed.

We work to reduce inequalities. Together with others we provide breaks for carers that suit them and help them to keep on top of their own medical and emotional needs.

"The break has enabled me to have time to myself to get out of the house knowing my husband is well looked after. It has helped me to relax and feel refreshed. I was becoming tearful and stressed, but now I have something to look forward to, this has helped my personal wellbeing immensely."

Tina*, on a break made possible by support from a dedicated care worker.

* name changed to protect the identity of the individual.

What we did

342

Supported 342 carers when their physical or mental health was at crisis point or they could not attend their own health appointments.

64,526

Provided 64,526 hours of homecare so that carers are able to take a break.

200

Helped over 28 carers attend their COVID-19 vaccination appointments and delivered 200 carer care packs, including essential items such as PPE.

The difference we made

84% of young carers part of the Norfolk young carers forum said their resilience and wellbeing had improved.

Nine out of ten carers accessing our services said our support has helped to maintain or improve their wellbeing.

83% of carers felt better supported in their caring role.

How we are...

increasing resilience and ability to care for longer

Carers are the hidden backbone of our society. It is often not a role that you expect. It's a role that is different for everyone and one that doesn't come with a manual.

Looking after someone can be challenging. But being able to find the strength to overcome these challenges can help carers to avoid breakdown, maintain their relationships with friends and family and care for longer.

Every day 6,000 more people across the UK step up to care for a family member or friend. This saves the government an estimated £132billion every year. The COVID-19 pandemic has had a significant impact on the mental health of carers and one in four have reported being unable to cope with their situation.

We help people to plan ahead and provide support and training so that they are better equipped to take on their caring role.

"The course covered all the things we struggle with as carers - food, sleep - and gave hints and tips about how to improve things. It's all about self-care really, how to look after yourself. I liked the fact I could dip in and out for ten minutes, 20 minutes. I'm much more patient now, I don't get angry as easily."

Ian, on taking part in the Hope online programme.

What we did

882

Registered 882 emergency plans so that carers know what to do if something happens that means they cannot care.

170

Delivered the Hope programme to 170 parent carers to boost their self-confidence and resilience, to help them cope.

18

Together with Don't Tone Alone supported 18 carers and the people they care for with the Mindfulness with Dementia project.

The difference we made

76% of carers feel more confident in their caring role.

Seven out of ten of carers are more able to manage at home.

67% of carers are more able to cope with challenges and prevent them escalating.

How we are...

increasing choice and control

We know that most people find themselves in caring roles without choosing to be there and the idea of being able to have a choice in anything, can feel far removed from daily life.

The COVID-19 pandemic and the restrictions in place has given us all just a tiny glimpse into what life can be like for carers; feeling like you no longer have any choices in your day-to-day life.

Too many carers are going without the support they need and all too often they are going without any support at all. But navigating "the system" can be complicated, tiring and time consuming.

Our vision is a world in which all carers have choices – in their own lives and for the people they care for.

We provide support and services to give carers information and options so they can make decisions – both for themselves and the people they care for.

"The laptop we purchased has been an absolute lifeline. It is enabling both the girls to be able to keep up with the work being set. Caring Together have made it possible for the girls to be able to do the things that any other child can do at this difficult time."

Mark*, on the bursary provided to support his daughters' education.

* name changed to protect the identity of the individual.

What we did

13,484

Answered 13,484 calls to our carer helpline, providing vital information, advice and guidance.

87

Helped provide 87 young carers and young adult carers with devices so that they could keep up with their education and access virtual support.

£40,613

Provided £40,613 of bursaries to help reduce the impact of the COVID-19 pandemic.

The difference we made

83% of carers felt better supported in their caring role.

Seven out of ten carers are less likely to go to a GP as first port of call.

76% know who they can turn to in a crisis.

How we are...

supporting carers earlier

Most people who are caring for someone don't recognise themselves as a carer. You might be a husband, wife, mother, father, partner, grandparent, son, daughter or friend.

Looking after someone can turn a carer's life upside down. Over one third of carers have given up work to care, resulting in many struggling to make ends meet. Young carers gain lower grades at school compared to their peers affecting their life chances.

We know that we cannot reach the 178,000 carers in our region alone. We work together with local education, healthcare and community organisations and businesses to raise awareness of how to identify and support carers and provide opportunity to demonstrate this commitment through our carer friendly tick award.

We place carers at the very heart of how we deliver information, services and campaign and, in collaboration with carers, created a carer voice and involvement plan to ensure their voices are heard. By using the carer voice, we challenge organisations to make sure that carers of all ages are consulted and have choices.

"I think the most beneficial thing about achieving the carer friendly tick award has been the identification of more young carers that we may not have known about, along with the recognition that we, as a school, do all we can to make sure that their school experience is a good one."

Mohammed*, on the benefits of the carer friendly tick award.

* name changed to protect the identity of the individual.

What we did

51

Made 51 carer friendly tick awards to recognise organisations' support for carers.

4,526

Issued 4,526 carer cards to help carers identify themselves and get support.

503

Enabled 503 carers to have their voices heard through surveys, forums and the media.

The difference we made

95% of people who attended a carer awareness session reported an increased knowledge of carers and their needs and available services.

Eight out of ten carers say their role as a carer is now more recognised.

98% of carers felt heard.

Our people

We believe that the combination of different life experiences, attributes and contributions from our colleagues makes the charity more effective, inclusive and a better place to work.

The challenges of the past year have meant that Caring Together really does mean caring together. Along with our 12 mental health first aiders, we have provided a variety of wellbeing support resources for our colleagues to help them to cope.

Despite these challenges, we have continued to develop our workforce with regular and varied training opportunities and are hugely proud of the nine members of our care team who were able to work towards external accreditations during the year.

As always, we cannot do this alone and our 44 strong team of volunteers have made a unique and valuable contribution, delivering 1,360 hours of support across the charity.

As part of our commitment to becoming a more equal, diverse and inclusive charity we launched a dedicated steering group and appointed an inclusion officer.

"I find the weekly email updates reassuring and thought the lovely touch of sending a 'thinking of you' card while I was on furlough was a really nice gesture.

"These kind of personal touches really do help boost staff morale."

Meyrem*, member of the Caring Together team.

* name changed to protect the identity of the individual.

What we did

108

Trained 108 staff and volunteers in equality diversion and inclusion, raising awareness of unconscious bias.

53

Grew our workforce welcoming 53 new people to the Caring Together team (and saying goodbye to 40).

800%

Increased the number of volunteers supporting the listening ear project by 800%, bringing the team to eight.

The difference we made

95% of volunteers said they felt supported in their role.

Nine out of ten staff said they felt proud to work for Caring Together.

94% of staff said they felt confident in their role.

Looking to the future

The coming year will continue to be challenging for charities. We are yet to see the full impact of the pandemic and the issues facing us before this remain; including a growing demand for our services.

Whilst we are mindful of these challenges, there are also a number of opportunities that we can realise through careful investment in and prioritisation of activities.

Our purpose and commitment to carers remains the same and our strategy is unchanged as we support carers, our people and the charity to recover from the effects of the COVID-19 pandemic.

Our strategy

- **Focussed growth**
  reaching more people
- **Excellence**
  being the best we can
- **Innovation**
  delivering future solutions for carers

Our goals 2021/22

- Develop and grow our relationships and partnerships to help us reach more people who can support or benefit from our activities, to reach carers earlier and to identify hidden carers.
- Raise awareness of carers, the challenges they face and the support available through increasing the number of organisations with the carer friendly tick award and growing our engagement activities.
- Implementing our carer voice and involvement plan to help evidence need, shape our services and influence others to ensure they respond to carers' own experiences.
- Continue our digital transformation to improve our customers' experience.
- Create a new workspace for our team that embodies the charity's brand and values to enhance our ways of working.
- Establish fundraising as a sustainable and growing unrestricted income stream to enable us to support more carers.

Our outcomes

- Carers receive entitlements and support.
- Carers are heard, recognised and valued.
- Carers have more confidence in their caring role.
- Carers' health and wellbeing has stopped deteriorating or improved.
- Carers are supported in their life before, during and after caring.

Our impact

- Reduced isolation and loneliness.
- Reduced inequalities.
- Increased social value.
- Ability to care for longer.
- Increased choice, control and life chances.
- Being supported earlier.
- Increased resilience.

Thank you

We exist to make sure that carers get the practical and emotional support that they need and we cannot do this without you; whether it is by donating, fundraising, volunteering, taking part in an event or championing the cause of carers. Whilst unfortunately many of our fundraising activities were cancelled due to the coronavirus crisis, from virtual challenges to Zoom quizzes, you found new and exciting ways to show your support for carers!

On behalf of everyone at Caring Together and the carers we support, thank you.

Elves from **Maxine Lester Lettings and Property Management** delivered 79 Christmas gifts to carers.

Angela from Women on Wheels rode 100 miles.

Burwell Belles W.I. spread kindness through making cakes and facemasks.

Nine people joined #TeamTogether skydiving 12,000ft.

#TeamTogether walked 1.8m steps to **walk their walk for carers.**

301 balloons pitted it out in our Christmas virtual balloon race.

To help us support even more carers you can:

- Make a donation
- Organise a fundraiser
- Take part in an event or challenge
- Give a gift in memory of someone
- Support us in your workplace
- Leave a gift in your will
- Volunteer your time.

Our fundraising team are here to support you every step of the way.

£9 could enable a staff member to answer a call to our carer helpline.

£30 could help provide a young carer with a bursary for school resources.

£60 could train a listening ear volunteer to give carers someone to talk to.

£175 could provide a day of homecare to give a carer a break.

caringtogether.org/donate

We would like to thank the following organisations for supporting Caring Together:

- **BBC Children in Need**
- **BGL Group**
- **Cambridgeshire Community Foundation**
- **Carers Trust**
- **CAST**
- **East of England Co-op Community Cares Fund**
- **Good Things Foundation**
- **Huntingdon Freemen's Trust**
- **Julia and Hans Rausing Trust**
- **Masonic Charitable Foundation**
- **Norfolk Community Foundation**
- **Quilter PLC**
- **Norfolk Community Foundation**
- **The Hinchingbrooke Foundation**
- **The National Lottery Community Fund.**

Compliance, governance and risk

The board of trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the finance and audit committee and quality and service delivery committee. The board receive a quarterly risk review and an annual report providing a summary of risk movement and actions taken during the year.

The charity's risk register is updated quarterly for this purpose. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. The charity's risk register details the category of risk, who the management lead is, who has overall responsibility and which body is responsible for review. Risks are reviewed monthly by the senior leadership team.

Caring Together's performance framework is updated annually to ensure internal reporting is against relevant key performance indicators, which are designed with the key risks, strategic direction of the charity and opportunities in mind. At the end of each quarter, as part of our reporting, each risk is reassessed and the residual risk rated according to the impact of mitigating actions and any new intelligence, knowledge and experience. We also assess whether the risk is decreasing, stable or increasing which enables trustees to understand movements of risks when it isn't appropriate to change red-amber-green (RAG) ratings.

Risks, their assessment and mitigating actions are scrutinised each quarter by the relevant sub-committee or board.

The board receives an annual risk report providing the opportunity to review the impact of our risk management processes, how risks have changed throughout the year, to review the risk management policy and to ensure any learning is identified and influences future approaches to the management of risk.

Risk management is factored into business planning, performance management, the audit cycle, business continuity planning, project management, contract and grant applications and funding awards.

We started the year with key risks in the areas of corporate governance, finance, people, systems and competition. As the coronavirus pandemic took hold new risks emerged relating to the delivery of services in a safe way, protecting the health and wellbeing of our staff and the impact on our income.

At the start of 2020/21 progress to approve the business plan and risk register for the coming year was delayed as a result of the pandemic. Instead, we worked to a 12-week plan which included the identification and mitigation of the key risks at that time.

As a result of the actions we took throughout the year, we:

- Maintained income levels.
- Kept our workforce safe with adequate supplies of PPE, high quality infection control measures and implementation of revised policies on working in the community.
- Maximised our take up of both national and local government support packages such as furlough.
- Maintained our contract provision.
- Retained key staff.

The key risks for the organisation going forward remain

Income

Early in the year the impact on our income as a result of COVID-19 was unclear; we are pleased to report that through careful management and the support of our local authority partners and grant funders we have finished the year with sufficient income for a small surplus. The trustees wish to express their appreciation to all those who supported Caring Together in the year, including local authority / clinical commissioning group partners, grant funders and donors.

The charity benefitted from a number of one-off grants, as part of funders' COVID-19 response, in the year. We will continue to invest in growing a diverse range of income streams through building mutually beneficial relationships with commissioners, funders, and donors and by delivering excellent services. Failure to achieve this will impact on our ability to maintain our progress on expanding our charitable activity.

People

Recruiting and retaining the highest quality homecare staff remains a national issue. Failure to recruit and retain staff impacts on our ability to deliver services and respond to growing demand for carer support and homecare. We will seek to continue to maintain our status of a Living Wage employer and work with staff and volunteers to look at implementing further improvements to our terms, conditions and employee benefits and to continue our work on inclusion and becoming an employer of choice. As our volunteer base grows we need to continue to ensure these colleagues are supported appropriately.

Systems

We are pleased to report we were able to continue our investment into our digital transformation in the year, which is so important for the long-term future of the charity.

Rolling out the new systems identified as part of our digital roadmap is critical to Caring Together becoming an efficient and sustainable organisation delivering an exceptional customer experience. Failure to achieve this will impact on our growth in future years. We have made good progress in the year, with the successful implementation of a new care planning system and with work well underway on customer relationship management and human resources systems.

We comply with the NHS data security and protection toolkit . This assesses our performance against the National Data Guardian's ten data security standards , it assesses our:

- Information security.
- Confidentiality and data protection.
- Management structures and responsibilities. For example, assigning responsibility for carrying out the information governance and providing staff training.

Internal communications

Throughout the charity, from trustees in board meetings to frontline colleagues, we have established regular online meetings where necessary to continue to effectively lead the organisation.

The quality of our homecare services is of paramount importance to us. Caring Together remains rated 'good' in all areas following inspections in Cambridgeshire in October 2018 and Norfolk in June 2017 by the Care Quality Commission. The Care Quality Commission inspects health and adult social care services in England to make sure they provide safe, high quality care. Our goal now is to achieve 'outstanding' and this forms part of our strategy. We have continued further improvements to our incident reporting process to support our open culture of reporting issues and concerns and to ensure that our teams are focused on delivering 'safe' services for our customers and also themselves.

COVID-19

Reactive and proactive measures in response to COVID-19 have ensured that we have adapted and delivered our services in a safe and effective way, and we have been compliant with rules and regulations as they are issued.

In response to the crisis, we have implemented new working practices and protocols to ensure the safety of our staff and customers, have established a policy for ensuring adequate supplies of PPE and implemented a number of initiatives to ensure the wellbeing of our people. All our services are risk assessed and regularly reviewed.

Financial review and results for the year

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 organisation has an effective system of internal control and major risks have been reviewed and systems and/or procedures have been established to manage those risks.

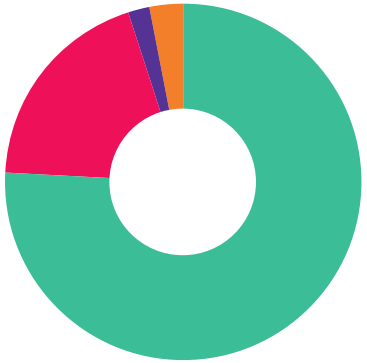
Overall, the charity made a surplus of £14k in the financial year to 31 March 2021 compared to a deficit of £49k in the previous year. The 2020/21 plans were to survive the pandemic, continue our investment in digital transformation and to deliver a small surplus. We delivered on all fronts. We also remained a Real Living Wage employer.

Income

Our income increased from last year by £222k (6%) to £3,989k. Care fees and contracts are our main sources of income:

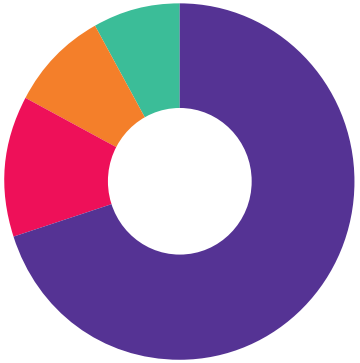
Care fees and contracts relate to CQC regulated services and provision of carers' support, which included our contract as a strategic partner with Cambridgeshire County Council for statutory carers' assessments. Care fees and contract income increased by £373k to £3,025k.

We raised £4m income through:



- 76% care fees and contracts
- 19% grants receivable
- 2% donations and legacies
- 3% other income

We spent £4m on:



- 70% care and carer breaks
- 13% carer support
- 9% emergency care and hospital discharge
- 8% fundraising costs and raising awareness

Grants, donations and fundraising are our other sources of charitable income. Grants income in the year decreased by £204k to £763k; whereas a number of grants were received for projects relating to the pandemic, some annual grants from local authorities decreased in the year. Donations and legacies have decreased by £28k as fundraising campaigns had to be put on hold because of the pandemic. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure increased this year compared to the previous year by £159k (4%) to £3,976k, which reflects the reduction in the cost of care due to the pandemic offset by the investment in IT and equipping our teams for home working. Our care planning and booking system has been upgraded so our frontline teams now upload information digitally, for which we've needed more phones, laptops and other IT equipment. Those who can work from home have also been equipped with more laptops, phones and ancillary equipment.

Funds and reserves

In 2020/21 we generated a surplus of £14k, bringing our total unrestricted reserves to £836k. Restricted reserves are £8k. Note 17 to the financial statements details the use of restricted funds received during the year.

Accruals and deferred income increased significantly in 2020/21 as it includes amounts of funding received in advance for projects due to start in 2021/22.

Grants

We were grateful to be commissioned by the following organisations to deliver services during 2020/21:

- Bridges Outcomes Partnership
- Cambridge City Primary Care Network
- Cambridgeshire and Peterborough Clinical Commissioning Group
- Cambridgeshire County Council
- Huntingdonshire District Council
- NHS England and NHS Improvement
- NHS Norfolk and Waveney Clinical Commissioning Group
- Norfolk County Council
- Peterborough City Council.

Fundraising

During the reporting period, Caring Together's fundraising cost and effort was focused on grant applications and seeking donations and promoting fundraising in response to the COVID-19 pandemic.

Caring Together employs a part-time member of staff to manage grant applications (this role was vacant from December 2020 to March 2021). All applications for funds are reviewed and approved by representatives of the senior leadership team before applications are submitted. In May 2020 we engaged a fundraising officer to support the fundraising manager to build our community fundraising activities.

Caring Together is committed to following fundraising guidelines and best practice and all donations received are used for charitable purposes.

Our approach to fundraising

Our plans for income for 2020/21 included increasing and diversifying our income sources, including community fundraising.

We sought to develop a range of fundraising activities for supporters to engage with, including events and challenges, such as a charity skydive. The government restrictions put in place in response to the COVID-19 pandemic meant face-to-face activities could not take place for the majority of 2020/21. We therefore shifted our focus to building support digitally and promoting participation in virtual challenges, as well as stewarding our existing relationships with supporters through newsletters, telephone calls, emails and video calls.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and our fundraising team comply with the Code of Fundraising Practice. There have been no reported failings in the compliance with the code during 2020/21.

Monitoring of fundraising carried out on our behalf

During 2020/21 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities that have been coordinated digitally. Where fundraising activities have been known to us, we have provided support and guidance as appropriate and ensured where possible that any such activities have adhered to government restrictions.

Fundraising complaints

We have a complaints policy and procedure. We have not received any fundraising complaints during the fundraising period.

Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate

We follow regulations relating to privacy and data protection in all matters, including fundraising. Within our systems we maintain a system of permissions to segregate the use of personal client information and supporter information. With the implementation of General Data Protection Regulation (GDPR) we sought consent from individuals on the use of their data for fundraising purposes.

We have an ethical fundraising policy. Our fundraising manager is aware of our ethical approach to fundraising and the requirements to adhere to the framework provided by the Code of Fundraising Practice.

No fundraising activity is incentivised through pay or other means. Our approach to fundraising is through relationship building.

Our staff are required to complete mandatory training which includes data protection, safeguarding of adults, and safeguarding of children. This training is undertaken on an annual basis thereafter and reminders are sent automatically from our e-learning system.

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2021 our reserves are as follows:

	Current year £	Previous year £
Unrestricted funds	836	828
Restricted funds	8	2
Total charity funds	844	830
Average monthly operating costs	331	318
Number of months operating costs held as reserves	2.6	2.6

The trustees review the reserves policy annually using the guidance given by the Charity Commission.

After consideration of ongoing operating costs and other potential calls on funds, the level of reserves the trustees have set aside provides financial stability and the means for the future development of our principal activity.

We have maintained our reserves at a level which is within the range of two to three months of operating costs.

This allows the charity to continue its current operations and gives time to plan in the event of operational difficulties. It also allows for the funding of projects referred to in this report, including continued digital transformation. It further allows for the funding of any one off, unexpected payments.

The trustees will continue to review the reserves policy annually to ensure it remains appropriate and reflective of the environment we are working in.

Investment policy

The trustees, having regard to the liquidity requirements of operating the company, have set a policy to keep funds available in a current account and one or more interest-bearing deposit account(s) where appropriate. Trustees have considered diversifying their investment policy and concluded that no action should be taken to progress this currently.

Governance and management

Our governing document

Fenland Crossroads was established in 1982, followed by Crossroads Cambridge City in 1984 and Crossroads South and East Cambridgeshire and Crossroads Huntingdonshire in 1985. Crossroads Huntingdonshire was registered as a charity in September 1992 and incorporated in February 2002. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. By 2011 all charities had merged into this organisation.

In the event of the company being wound up members (our trustees) are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ('Caring Together') is governed by our latest Articles of Association and Memorandum dated 26 September 2018.

The board

Appointment of trustees

The board of trustees comprises of a minimum of three trustees and a maximum of 12. Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No trustee will serve more than three, three-year terms.

New trustees are appointed through an open recruitment process targeting individuals with the diversity of skills, experience and knowledge that the board has identified as needed to deliver the organisation's strategy and provide effective governance of the charity

Interested parties apply and are invited to meet the chair and other trustees for informal discussions. Should both parties want to proceed, prospective trustees are invited to take part in a formal interview process with representatives from the trustee board and senior leadership team, including the chief executive. All trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

Newly appointed trustees are given an induction pack based on good practice guidance issued by the Charity Commission.

The pack includes relevant policies and procedures, our Memorandum and Articles of Association, the latest financial statements, strategic plan and annual report.

New trustees are invited to meet with the chief executive and senior leadership team and encouraged to visit our services to meet carers and shadow members of staff.

Trustees are supported to attend workshops and training sessions to improve their knowledge of charity governance and network with trustees of other organisations.

Organisation

The board of trustees meet routinely six times per year. The two formal sub-committees, finance and audit, and quality and service delivery, meet four times a year each. Strategic away days are held from time to time.

The board sets up steering groups and task and finish groups to focus on the completion of specific activities.

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the chief executive, along with the senior leadership team. The chief executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

We are a network partner of Carers Trust, an independent registered charity in England and Wales (No. 1145181). In 2018 there were 150 members of the network working across the UK. We pay Carers Trust an annual partner fee.

We are also a member of Carers UK, an independent registered charity in England and Wales (No. 246329). Carers UK give expert advice, information and support to carers.

We seek to work in partnership with others so that we can reach and support more carers and have worked together with over 60 voluntary and public sector organisations, as well as around 50 Carer Friendly Tick Award holders throughout the year.

A full list of our Carer Friendly Tick Award holders can be found on our website at caringtogether.org/carer-friendly-tick

Management

Pay policy for senior staff

The key management personnel of the charity are the board of trustees (directors) and the senior leadership team, as listed on pages 62-63. All trustees give of their time freely and none received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

During the year Mike Passfield and Tim Britt stepped down as trustees; we thank them for their service. Following the year-end Mandy Hill, Christy O'Connell, Donna Talbot and Howard Tidman were appointed as trustees.

The company has an agreed remuneration policy. Salaries for the senior leadership team are set and reviewed annually by the board of trustees in consultation with the chief executive as appropriate. All other staff salaries are set by the senior leadership team. Increases in pay are kept within the budget agreed by the board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

Statement of trustees' responsibilities

The trustees (who are also directors of Caring Together Charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning their future activities. The section entitled 'Achieving our aims' from page 8 identifies and explains the various activities undertaken.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

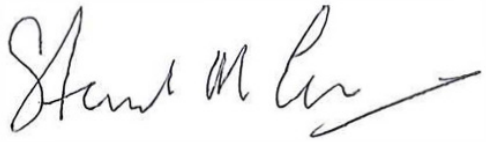
In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the board of trustees

Signed on behalf of the trustees on 29 September 2021



Stuart Evans
Chair of trustees

Independent auditor's report to the members of Caring Together

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities incorporating income and expenditure account, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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 UK, including the FRC's ethical standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 directors' report included within the trustees' report.

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

- adequate and proper 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

Independent auditor's report to the members of Caring Together (continued)

- 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.
- 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 directors report or from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 32, 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and how it operates and considered the risk of the charitable company not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements.

This included those regulations directly related to the financial statements. In relation to the charity this included data protection, health and safety, employment law and financial reporting.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- Reviewing minutes of trustee board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the trustee board including serious incident reporting of these matters as necessary with the Charity Commission.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's 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 auditor's 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 the charitable company's members for our audit work, for this report, or for the opinions we have formed.

1 October 2021

Helena Wilkinson BSc FCA DChA
Senior Statutory Auditor
For and on behalf of Price Bailey LLP
Chartered Accountants
Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2021

Statement of financial activities (including income and expenditure account)

Income	Notes	2021 Unrestricted funds £000	2021 Restricted funds £000	2021 **Total funds £000**	2020 Total funds £000
Donations and legacies					
Donations and legacies	3	68.6	7.7	**76.3**	**104.1**
Grants receivable	5	10.6	752.2	**762.8**	**967.2**
Income from charitable activities:	4				
Care fees and contracts		3,024.6	-	**3,024.6**	**2,651.2**
Other charitable income	6	19.6	-	**19.6**	**43.5**
Investment income		1.6	-	**1.6**	**2.2**
Other income	7	105.0	-	**105.0**	**-**
Total income		3,230.0	759.9	**3,989.9**	**3,768.2**
Expenditure					
Costs of raising funds		89.9	-	**89.9**	**51.4**
Expenditure on charitable activities		3,132.1	753.9	**3,886.0**	**3,765.6**
Total expenditure	8	3,222.0	753.9	**3,975.9**	**3,817.0**
Net income/(expenditure) before transfers	10	8.0	6.0	**14.0**	**(48.8)**
Net movement in funds for the year		8.0	6.0	**14.0**	**(48.8)**
Reconciliation of funds					
Total funds brought forward		828.5	1.9	**830.4**	**879.2**
Total funds carried forward	19 + 23	836.5	7.9	**844.4**	**830.4**

There were no recognised gains or losses for 2021 or 2020 other than those included in the statement of financial activities. All activities are continuing.

Note 23 refers to the prior year statement of financial activities.

The notes on pages 41 to 60 form part of these financial statements.

Balance sheet

	Notes	2021 £000	2020 £000
Fixed assets			
Tangible assets	13	**36.2**	-
Current assets			
Debtors	14	**542.4**	**410.7**
Cash at bank and in hand		**822.2**	**681.5**
Total current assets		**1,364.6**	**1,092.2**
Liabilities			
Creditors falling due within one year	15	**546.4**	**251.8**
Provision for dilapidations		**10.0**	**10.0**
Net current assets		**808.2**	**830.4**
Net assets		**844.4**	**830.4**
The funds of the charity			
Unrestricted funds	16	**836.5**	**828.5**
Restricted funds	17	**7.9**	**1.9**
Total charity funds		**844.4**	**830.4**

The accounts have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf, by Stuart Evans and Alison Griffiths.

Stuart Evans
Chair
29 September 2021

Alison Griffiths
Honorary treasurer
29 September 2021

Statement of cash flows

	Notes	2021 £000	2020 £000
Cash provided by/(used in) operating activities	20	**180.5**	**(16.8)**
Cash flows from investing activities			
Purchase of equipment		**(41.4)**	**-**
Interest income		**1.6**	**2.2**
Cash flows used in investing activities		**(39.8)**	**2.2**
Cash flows used in financing activities		**-**	**-**
Increase/(decrease) in cash and cash equivalents in the year		**140.7**	**(14.6)**
Cash and cash equivalents at the beginning of the year		**681.5**	**696.1**
Total cash and cash equivalents at the end of the year		**822.2**	**681.5**

Reconciliation of net cash flow to movement in net debt

	Notes	2021 £000	2020 £000
(Decrease)/increase in cash in the year being movement in net funds in the year	21	**140.7**	**(14.6)**
Net funds at 1 April		**681.5**	**696.1**
Net funds at 31 March		**822.2**	**681.5**

Notes to the accounts

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

(a) Basis of preparation

The financial statements have been prepared in accordance with 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 (Charities SORP (FRS 102))), and the Companies Act 2006.

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently six (2020: eight) trustees who are also the members of the company names on page 62. 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 charity is a registered charity. The registered office of the charity is Unit 4 Meadow Park, Meadow Lane, St Ives, Cambridgeshire, PE27 4LG.

The charity 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 note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

(b) Preparation of the accounts on a going concern basis

The board of trustees consider that there are sufficient reserves held at the year end to manage any foreseeable changes in contracts and other income sources for the charity.

The board of trustees have reviewed and approved a forecast which shows the company trading sustainably beyond the next 12 months. Consequently at the time of approving the financial statements, the trustees have an expectation that the charity has adequate resources to continue operations for more than 12 months and believe there are no material uncertainties about the charity's ability to continue as a going concern, and have therefore adopted the 'going concern' basis in preparing the accounts.

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

(d) Donated services and facilities

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts.

Donated professional services and donated facilities are recognised as income when the charity has control over the item and any conditions associated with the donated item have been met. The receipt of economic benefit from use by the charity of the item is in accordance with the Charities SORP (FRS 102). Our general volunteer time is not recognised financially. Please refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(f) Fund accounting

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

(g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of fundraising organised by the charity such as charity ball and grant applications and their associated support costs.
- Expenditure on charitable activities includes the costs of providing care and support for carers and their associated support costs.

The cost of redundancy is included in the period when the staff member ceases to work actively for the charity.

Voluntary termination payments are included at the point that the employee accepts the offer.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(h) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. They include back-office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 9.

(i) Operating leases

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(j) Depreciation

Individual tangible fixed assets, or projects, costing £1,000 or more are capitalised at cost, apart from all laptops and no mobile phones are capitalised. Depreciation is provided on all tangible fixed assets at rates calculated to write off the costs less estimated residual value of each asset over its expected useful life.

Asset category	Annual rate
Equipment	25% straight line
Motor vehicles	25% straight line

(k) Debtors

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

(l) Cash at bank and in hand

Cash at bank and cash 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.

(m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Pensions

The charity operates a defined contribution pension scheme with The People's Pension. The pension charge represents the amounts payable by the charity to the fund in respect of the year. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charity also makes defined contributions for a member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain members of the multi-employer defined benefit scheme that CCC used but CCC have agreed to bear the cost of employer contributions which exceed those payable under our scheme plus any pension shortfall.

The pension liability and expense is allocated between restricted and unrestricted funds according to the staff time taken on each activity.

(o) Financial instruments

The charity 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. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(p) Corporation tax exemption

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical accounting judgements or key sources of estimation uncertainty requiring disclosure.

3 Income from donations and legacies

	2021			2020		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£000	£000	**£000**	£000	£000	£000
Gifts	49.0	7.7	**56.7**	69.5	13.6	**83.1**
Legacies	19.6	-	**19.6**	21.0	-	**21.0**
Grants receivable (see note 5)	10.6	752.2	**762.8**	-	967.2	**967.2**
	79.2	759.9	**839.1**	90.5	980.8	**1,071.3**

Income from donations and legacies comprises income generated from the following sources:

- gifts and donations received/receivable including legacies
- any tax reclaimed on amounts received under gift aid.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, as outlined in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

4 Income from charitable activities

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2021 Total
	£000	£000	£000	£000	**£000**
By source:					
Care fees and contracts	2,120.3	213.7	584.2	106.4	**3,024.6**
Other income	13.3	4.2	-	2.1	**19.6**
Total income from charitable activities	2,133.6	217.9	584.2	108.5	**3,044.2**

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2020 Total
	£000	£000	£000	£000	£000
By source:					
Care fees and contracts	1,975.4	185.2	426.3	64.3	**2,651.2**
Other income	38.0	4.6	-	0.9	**43.5**
Total income from charitable activities	2,013.4	189.8	426.3	65.2	**2,694.7**

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2021 Unrestricted funds £000	2021 Restricted funds £000	**2021 Total funds £000**	2020 Restricted funds £000	2020 Total funds £000
Peterborough City Council	-	93.3	**93.3**	320.7	320.7
Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)	-	255.0	**255.0**	346.6	346.6
National Lottery Community Fund – Norfolk Young Carers Forum	-	43.4	**43.4**	101.1	101.1
National Lottery Community Fund – Reaching Communities	-	64.1	**64.1**	80.0	80.0
BBC Children in Need	-	85.3	**85.3**	51.6	51.6
Huntingdon Freemen's Trust	-	3.0	**3.0**	-	-
Cambridgeshire Community Foundation	-	41.9	**41.9**	5.0	5.0
Julia and Hans Rausing	-	97.7	**97.7**	-	-
Catalyst	-	19.5	**19.5**	-	-
Carers Trust BAME	-	15.0	**15.0**	-	-
Cambridgeshire County Council Mind the Gap	-	9.9	**9.9**	-	-
Masonic Charitable Trust	-	-	**-**	10.0	10.0
Others £5,000 and below	10.6	7.0	**17.6**	0.4	0.4
Add: brought forward deferred from previous year	-	17.1	**17.1**	68.9	68.9
Less: deferred to projects in the next year	-	-	**-**	(17.1)	(17.1)
	10.6	752.2	**762.8**	967.2	967.2

The grants we receive are for the support of carers.

We have no unfulfilled conditions and other contingencies attached to grants that have been recognised in income.

During the financial year we also received furlough payments from the government.

6 Other charitable income

	2021		
	Unrestricted funds	Restricted funds	**Total funds**
	£000	£000	**£000**
Other income	19.6	-	**19.6**
	19.6	-	**19.6**

	2020		
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Session fees	25.2	-	**25.2**
Other income	18.3	-	**18.3**
	43.5	-	**43.5**

7 Other income

	2021	2020
	£000	£000
Government grants - coronavirus job retention scheme income	**65.9**	**-**
Infection control income	**39.1**	**-**
	105.0	**-**

There were no unfulfilled conditions or other contingencies attached to the coronavirus job retention scheme income.

8 Analysis of expenditure

Activity by type:	Total expenditure 2021 Direct costs £000	Support costs £000	2021 Total £000
Care and carers breaks	1,967.9	808.9	**2,776.8**
Carer support (information, advice and guidance)	346.1	147.3	**493.4**
Emergency care and hospital discharge	267.2	121.6	**388.8**
Raising awareness	174.6	52.4	**227.0**
Fundraising costs	-	89.9	**89.9**
Total expenditure on activities	2,755.8	1,220.1	**3,975.9**

Activity by type	Total expenditure 2020 Direct costs £000	Support costs £000	2020 Total £000
Care and carers breaks	2,014.6	622.3	**2,636.9**
Carer support (information, advice and guidance)	321.6	116.7	**438.3**
Emergency care and hospital discharge	311.1	112.8	**423.9**
Raising awareness	196.5	70.0	**266.5**
Fundraising costs	-	51.4	**51.4**
Total expenditure on activities	2,843.8	973.2	**3,817.0**

Expenditure on the charitable activities by the company was £3,886.0k (2020: £3,765.6k) of which £3,132.1k was unrestricted (2020: £2,783.8k) and £753.9k was restricted (2020: £981.8k).

Cost of raising funds in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the five key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

General support	General support	Governance function	**2021 Total**	Basis of apportionment
	£000	£000	**£000**	
Annual report, audit and AGM	-	12.1	**12.1**	Direct staff cost
Trustees' expenses and training	-	0.2	**0.2**	Direct staff cost
General office, HR and finance staff	446.9	141.5	**588.4**	Direct staff cost
Premises	66.1	-	**66.1**	Desks used
IT and communications	306.1	-	**306.1**	Direct staff cost
Fundraising	89.9	-	**89.9**	Direct staff cost
Subscriptions, insurance and professional fees	98.0	7.7	**105.7**	Direct staff cost
Staff welfare and recruitment	49.0	-	**49.0**	Direct staff cost
Depreciation	2.6	-	**2.6**	Direct staff cost
Total	1,058.6	161.5	**1,220.1**	

9 Analysis of governance and support costs (continued)

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the four key charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

	General support	Governance function	2020 Total	Basis of apportionment
	£000	£000	£000	
Annual report, audit and AGM	-	8.7	**8.7**	Direct staff cost
Trustees' expenses and training	-	0.5	**0.5**	Direct staff cost
General office, HR and finance staff	289.1	138.6	**427.7**	Direct staff cost
Premises	66.3	-	**66.3**	Desks used
IT and communications	250.3	-	**250.3**	Direct staff cost
Fundraising	51.4	-	**51.4**	Direct staff cost
Subscriptions, insurance and professional fees	93.9	11.0	**104.9**	Direct staff cost
Staff welfare and recruitment	63.4	-	**63.4**	Direct staff cost
Total	814.4	158.8	**973.2**	

10 Net income/(expenditure) for the year

	2021	2020
This is stated after charging:	**£000**	£000
Depreciation	**5.2**	-
Audit fee	**7.0**	6.8
Operating lease rentals – land and buildings and equipment	**101.0**	82.9

11 Staff costs, trustee remuneration and expenses, and the cost of key management personnel

	2021	2020
The staff costs were:	£000	£000
Wages and salaries	**2,703.6**	**2,657.0**
Social security costs	**208.3**	**186.9**
Payments for termination of employment	**34.8**	**2.2**
Pension costs	**53.2**	**50.3**
	2,999.9	**2,896.4**

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2020: 2).

	£60,000-£69,999	£70,000-£79,999	£100,000-£109,999
Number of people 2021	-	1	1
Number of people 2020	1	1	-

The charity trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2020: £nil). Neither were they paid for professional or other services supplied to the charity (2020: £nil). No trustee expenses were paid during the accounting period. (2020: £nil).

The key management personnel of the charity comprise:

The trustees, chief executive, deputy chief executive, director of finance and resources, head of care services, head of carer services, head of people, head of fundraising and engagement and digital transformation manager. The total employee benefits of the key management personnel of the charity were £465.1k (2020: £379.6k). The key management personnel of the company are listed on page 63 of the trustees' annual report.

Increased senior management cost relates to the change of director of finance and resources and full year with the digital transformation manager.

The charity operates a defined contribution pension scheme. Contributions totalling £14,771 (2020 - £12,516) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:

	2021 £	2020 £
Payments in lieu of notice	14,123	-
Ex-gratia payments - severance pay, two people	34,777	-
Total	**45,900**	**-**

12 Staff numbers

The average monthly head count was 149 staff (2020: 172 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2021 Number	2020 Number
Senior management	**8.0**	**8.0**
Service delivery	**79.8**	**88.9**
Administration and finance	**15.0**	**9.9**
Total full-time equivalent	**102.8**	**106.8**

13 Fixed assets

All funded by unrestricted reserves	Motor vehicles £000	Equipment £000	**Total £000**
Cost			
At 1 April 2020	43.4	-	**43.4**
Additions	-	41.4	**41.4**
At 31 March 2021	43.4	41.4	**84.8**
Depreciation			
At 1 April 2020	43.4	-	**43.4**
Depreciation charge	-	5.2	**5.2**
At 31 March 2021	**43.4**	**5.2**	**48.6**
Net book value			
At 1 April 2020	**-**	**-**	**-**
At 31 March 2021	**-**	**36.2**	**36.2**

14 Debtors: due within one year

	2021	2020
	£000	£000
Trade debtors	**200.5**	**96.2**
Prepayments and accrued income	**325.1**	**301.2**
Other debtors	**16.8**	**13.3**
	542.4	**410.7**

15 Creditors: due within one year

	2021	2020
	£000	£000
Trade creditors	**138.9**	**77.6**
Accruals and deferred income	**272.1**	**74.7**
Taxation and social security	**119.3**	**83.5**
Other creditors	**16.1**	**16.0**
	546.4	**251.8**

Deferred income:	2021	2020
	£000	£000
Balance b/fwd	**17.1**	109.6
Released in year	**(17.1)**	(109.6)
Deferred in year	**171.5**	17.1
Balance c/fwd	**171.5**	17.1

Deferred income relates to income for work not yet done on performance related contracts and grants. This has increased as we received amounts in advance for projects taking place in the next year.

16 General reserves

	2021			
	Brought forward	Income	Expenditure	**Carried forward**
	£000	£000	£000	**£000**
General reserve	828.5	3,230.0	3,222.0	**836.5**

	2020			
	Brought forward	Income	Expenditure	Carried forward
	£000	£000	£000	£000
General reserve	876.3	2,787.4	2,835.2	**828.5**

17 Analysis of movements in restricted funds

	Brought forward £000	Income £000	2021 Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	-	108.6	100.7	7.9
Norfolk young and young adult carers* - for carers aged up to 18 years	-	43.4	43.4	-
Norfolk Young Carers Forum - to give young carers a voice	-	43.4	43.4	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	41.9	41.9	-
Big Lottery Reaching Communities - community based projects supporting carers	-	64.1	64.1	-
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	1.9	458.5	460.4	-
	1.9	**759.9**	**753.9**	**7.9**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

17 Analysis of movements in restricted funds (continued)

	Brought forward £000	Income £000	2020 Expenditure £000	**Carried forward £000**
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	-	160.9	160.9	-
Norfolk young and young adult carers* - for carers aged up to 18 years	-	0.4	0.4	-
Norfolk Young Carers Forum - to give young carers a voice	-	126.0	126.0	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	6.5	6.5	-
Big Lottery Reaching Communities - community based projects supporting carers	-	84.6	84.6	-
Norfolk adult carer breaks - to give respite to adult carers in Norfolk	2.9	-	2.9	-
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	-	602.4	600.5	1.9
	2.9	**980.8**	**981.8**	**1.9**

* also funded by unrestricted funds

The purpose of the funds is explained beneath the heading of the item.

18 Other commitments

At 31 March 2021 the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2021	2020
	£000	£000
Expiry date:		
In less than one year	**51.7**	**40.9**
Between one and five years	**-**	**12.4**
In over five years	**-**	**-**
	51.7	**53.3**

	Equipment	
	2021	2020
	£000	£000
Expiry date:		
In less than one year	**41.0**	**10.7**
Between one and five years	**20.7**	**21.4**
In over five years	**-**	**-**
	61.7	**32.1**

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires at the end of January 2022, with no option to renew. The amount is therefore disclosed as payable within one year. The charity is progressing other lease opportunities for the head office.

19 Analysis of net assets between funds

	2021		
	General	Restricted	**Total**
	£000	£000	**£000**
Tangible fixed assets	36.2	-	**36.2**
Cash at bank and in hand	814.3	7.9	**822.2**
Other net current assets	(14.0)	-	**(14.0)**
	836.5	7.9	**844.4**

	2020		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	-	-	-
Cash at bank and in hand	679.6	1.9	681.5
Other net current assets	148.9	-	148.9
	828.5	1.9	830.4

20 Reconciliation of net movement in funds to net cash flow from operating activities

	2021	2020
	£000	£000
Net movement in funds	**14.0**	**(48.8)**
Adjustment for:		
Depreciation charge	**5.2**	**-**
Interest from dividends, interest and rents from investments	**(1.6)**	**(2.2)**
Decrease/(increase) in debtors	**(131.7)**	**811.2**
(Decrease)/increase in creditors	**294.6**	**(777.0)**
Net cash provided by/(used in) operating activities	**180.5**	**(16.8)**

21 Analysis of changes in net debt - current year

	31 March 2020	Cash flow	Other non cash changes	**31 March 2021**
	£000	£000	£000	**£000**
Cash at bank and in hand	681.5	140.7	-	**822.2**

	31 March 2019	Cash flow	Other non cash changes	31 March 2020
	£000	£000	£000	£000
Cash at bank and in hand	696.1	(14.6)	-	681.5

22 Related party transactions

There are no related party transactions in this or the prior financial year (2020: none).

23 Prior year statement of financial activities

	Unrestricted Funds £000	2020 Restricted Funds £000	Total Funds £000
Donations and legacies	90.5	13.6	104.1
Income from charitable activities:			
Grants receivable	-	967.2	967.2
Care fees and contracts	2,651.2	-	2,651.2
Other charitable income	43.5	-	43.5
Investment income	2.2	-	2.2
Other	-	-	-
Total income	2,787.4	980.8	3,768.2
Expenditure			
Costs of raising funds	51.4	-	51.4
Expenditure on charitable activities	2,783.8	981.8	3,765.6
Total expenditure	2,835.2	981.8	3,817.0
	-	-	-
Net income /(expenditure) before transfers	(47.8)	(1.0)	(48.8)
Transfer between funds	-	-	-
Net movement in funds for the year	(47.8)	(1.0)	(48.8)
Reconciliation of funds			
Total funds brought forward	876.3	2.9	879.2
Total funds carried forward	828.5	1.9	830.4

Legal and administrative details

Legal name	Caring Together Charity
Trading name	Caring Together
Charity number	1091522
Company number	4379948
Registered office	Unit 4, Meadow Park, Meadow Lane, St Ives, Cambridgeshire PE27 4LG

Our advisors

Auditors	Price Bailey Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ
Bankers	Lloyds Bank plc PO Box 1000, BX1 1LT
Solicitors	Buckles Solicitors LLP Grant House, 101 Bourges Boulevard, Peterborough, PE1 1NG

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and senior leadership team serving during the year and since the year end were as follows:

Trustees	Appointed
Stuart Evans (Chair)	August 2017
Alison Griffiths (Honorary Treasurer)	June 2016
Tim Britt (resigned Feb 2021)	November 2019
Mandy Hill	September 2021
David Hipple	February 2017
Matthew Lester	June 2016
Christy O'Connell	September 2021
Mike Passfield (resigned Feb 2021)	August 2018
Donna Talbot	June 2021
Howard Tidman	September 2021
Ben Walsh (resigned Sep 2021)	August 2018
Christina Wells	February 2016

Senior leadership team	
Chief executive	Miriam Martin
Deputy chief executive	Melanie Gray
Director of finance and resources (resigned Feb 2021)	Helen de Spretter FCCA
Director of finance and resources (appointed Feb 2021)	Robert Keegan
Head of care services (resigned Sep 2020)	Vanessa Kinsey-Thatcher
Head of care services (appointed Nov 2020)	Sarah Harvey
Head of people	Anna Bainbridge
Head of fundraising and engagement	Hannah Crouch
Head of carer services	Andy McGowan
Digital transformation manager	John Platten

Our trustees

Stuart Evans - chair of trustees

Entrepreneur Stuart previously chaired the Arthur Rank Hospice and was a board member of the East of England Development Agency. He and his wife adopted three children and have first-hand experience of caring.

Alison Griffiths – honorary treasurer

Alison, a chartered accountant, brings vast professional expertise to the board and was a director of taxation in international FTSE 100 groups. She is a trustee of Cambridgeshire Community Foundation.

Christina Wells

Christina spent over 25 years working at a senior level in the public sector and has a wide range of experience, particularly within the NHS. Her interests include promoting the health and wellbeing of carers, developing carer friendly communities and safeguarding.

Matthew Lester

Matthew is currently a director of Sunday Times and ESTA Gold Award winning Maxine Lester Residential Lettings and Property Management. He spent ten years as operations director for the Papworth Trust where he was responsible for service delivery by 200 staff.

David Hipple

David brings considerable financial and general management skills to the charity having spent over 35 years as a chartered accountant and director of finance for a number of large and medium sized groups in both the public and private sector.

We welcomed four new trustees to the board in 2021 after the year-end.

Mandy Hill

As managing director of Academic Publishing at Cambridge University Press, Mandy is skilled in delivering improved performance, strategic innovation and collaborative engagement.

Christy O'Connell

Christy has worked in the legal sector for over ten years and is currently a managing associate in the corporate team at Linklaters LLP.

Donna Talbot

As director of fundraising and communications at Arthur Rank Hospice, Donna has extensive experience in generating voluntary income from a variety of sources.

Howard Tidman

Howard is a registered psychiatric nurse with 11 years' experience of supporting carers within the Norfolk and Suffolk Foundation Trust.

Please see our website for full biographies

Our senior leadership team

Miriam Martin – chief executive

Miriam has worked in the charity sector for over 20 years, including as chief executive at Action for Blind People, a UK-wide charity with a budget of £23mn, 900 staff and 400 volunteers, supporting 90,000 people each year.

Melanie Gray – deputy chief executive

A qualified applied psychologist, Melanie has a wide range of sector experience and her skills include change management, project management, commissioning, research, consultancy and business development.

Robert Keegan - director of finance and resources

Robert joined Caring Together in February 2021; he is a Chartered Management Accountant with 25 years' experience of financial management in the private and charitable sectors.

Sarah Harvey – head of care services

Joining in November 2020, Sarah is an experienced senior manager in adult and child social care, having worked for the local authority, private and charitable organisations.

Anna Bainbridge - head of people

With a background in psychology and the third sector, Anna has a broad range of experience covering contracts and partnerships, project management, grants and tenders, quality standards and people management.

Andy McGowan - head of carer services

Andy has over 15 years' experience of carers' policy, awareness-raising and participation on a local and national level and was part of the national campaign to introduce legal rights for young carers.

John Platten - digital transformation manager

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in the academic, local government and property sectors.

Please see our website for full biographies

Caring Together

so that carers have choices

Inspected and rated Good

Care Quality Commission

A Network Partner of CARERS TRUST

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Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948

Registered with FUNDRAISING REGULATOR