



# Trustees' annual report 2020/21



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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 reactivity 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## October 2020

We were able to **resume face-to-face** activities for young carers, organising a number of COVID-safe visits during half-term.

## 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.

## 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.



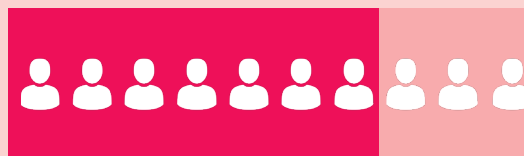
18

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, diversity 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.



£4,664  
raised

Elves from **Maxine Lester Lettings and Property Management** delivered 79 Christmas gifts to carers.



£1,288  
raised

**Angela** from **Women on Wheels** rode 100 miles.



£1,048  
raised

**Burwell Belles W.I.** spread kindness through making cakes and facemasks.



£3,613  
raised

**Nine people** joined **#TeamTogether** skydiving 12,000ft.



£1,662  
raised

**#TeamTogether** walked 1.8m steps to **walk their walk for carers**.



£707  
raised

**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](https://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 Freeman's Trust
- \* Julia and Hans Rausing Trust
- \* Masonic Charitable Foundation
- \* Norfolk Community Foundation
- \* Quilter PLC
- \* Norfolk Community Foundation
- \* The Hinchingsbrooke 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.

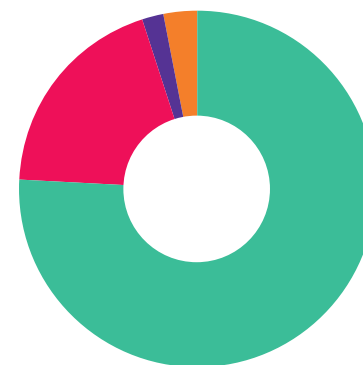
Overall, the charity made a surplus of £14k in the financial year to 31 March 2021 compared to a deficit of £49k in the previous year. The 2020/21 plans were to survive the pandemic, continue our investment in digital transformation and to deliver a small surplus. We delivered on all fronts. We also 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:



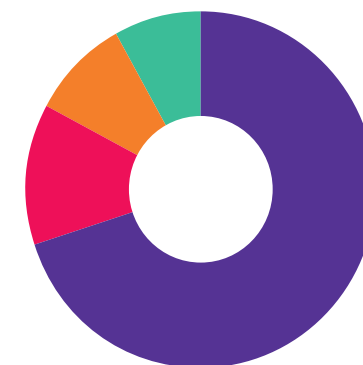
76% care fees and contracts

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 £
<b>Unrestricted funds</b>	836	828
Restricted funds	8	2
<b>Total charity funds</b>	<b>844</b>	<b>830</b>
<b>Average monthly operating costs</b>	<b>331</b>	<b>318</b>
<b>Number of months operating costs held as reserves</b>	<b>2.6</b>	<b>2.6</b>

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/carers-friendly-tick](https://caringtogether.org/carers-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](https://www.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)

			2021		2020
	Notes	Unrestricted funds	Restricted funds	Total funds	Total funds
		£000	£000	£000	£000
<b>Income</b>					
<b>Donations and legacies</b>					
Donations and legacies	3	68.6	7.7	<b>76.3</b>	<b>104.1</b>
Grants receivable	5	10.6	752.2	<b>762.8</b>	<b>967.2</b>
<b>Income from charitable activities:</b>	4				
Care fees and contracts		3,024.6	-	<b>3,024.6</b>	<b>2,651.2</b>
Other charitable income	6	19.6	-	<b>19.6</b>	<b>43.5</b>
<b>Investment income</b>		1.6	-	<b>1.6</b>	<b>2.2</b>
<b>Other income</b>	7	105.0	-	<b>105.0</b>	<b>-</b>
<b>Total income</b>		<b>3,230.0</b>	<b>759.9</b>	<b>3,989.9</b>	<b>3,768.2</b>
<b>Expenditure</b>					
Costs of raising funds		89.9	-	<b>89.9</b>	<b>51.4</b>
Expenditure on charitable activities		3,132.1	753.9	<b>3,886.0</b>	<b>3,765.6</b>
<b>Total expenditure</b>	8	<b>3,222.0</b>	<b>753.9</b>	<b>3,975.9</b>	<b>3,817.0</b>
<b>Net income/(expenditure) before transfers</b>	10	<b>8.0</b>	<b>6.0</b>	<b>14.0</b>	<b>(48.8)</b>
<b>Net movement in funds for the year</b>		<b>8.0</b>	<b>6.0</b>	<b>14.0</b>	<b>(48.8)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		828.5	1.9	<b>830.4</b>	<b>879.2</b>
<b>Total funds carried forward</b>	19 + 23	<b>836.5</b>	<b>7.9</b>	<b>844.4</b>	<b>830.4</b>

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

		2021	2020
	Notes	£000	£000
<b>Fixed assets</b>			
Tangible assets	13	36.2	-
<b>Current assets</b>			
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
<b>Liabilities</b>			
Creditors falling due within one year	15	546.4	251.8
Provision for dilapidations		10.0	10.0
<b>Net current assets</b>		808.2	830.4
<b>Net assets</b>		844.4	830.4
<b>The funds of the charity</b>			
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

		2021	2020
	Notes	£000	£000
<b>Cash provided by/(used in) operating activities</b>	20	<b>180.5</b>	<b>(16.8)</b>
<b>Cash flows from investing activities</b>			
Purchase of equipment		(41.4)	-
Interest income		1.6	2.2
<b>Cash flows used in investing activities</b>		<b>(39.8)</b>	<b>2.2</b>
<b>Cash flows used in financing activities</b>		<b>-</b>	<b>-</b>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<b>140.7</b>	<b>(14.6)</b>
Cash and cash equivalents at the beginning of the year		681.5	696.1
<b>Total cash and cash equivalents at the end of the year</b>		<b>822.2</b>	<b>681.5</b>

## Reconciliation of net cash flow to movement in net debt

		2021	2020
	Notes	£000	£000
<b>(Decrease)/increase in cash in the year being movement in net funds in the year</b>	21	<b>140.7</b>	<b>(14.6)</b>
Net funds at 1 April		681.5	696.1
<b>Net funds at 31 March</b>		<b>822.2</b>	<b>681.5</b>

## 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 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	<b>56.7</b>	69.5	13.6	<b>83.1</b>
Legacies	19.6	-	<b>19.6</b>	21.0	-	<b>21.0</b>
Grants receivable (see note 5)	10.6	752.2	<b>762.8</b>	-	967.2	<b>967.2</b>
	79.2	759.9	<b>839.1</b>	90.5	980.8	<b>1,071.3</b>

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
<b>By source:</b>					
Care fees and contracts	2,120.3	213.7	584.2	106.4	<b>3,024.6</b>
Other income	13.3	4.2	-	2.1	<b>19.6</b>
	-----	-----	-----	-----	-----
Total income from charitable activities	2,133.6	217.9	584.2	108.5	<b>3,044.2</b>
	-----	-----	-----	-----	-----
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
<b>By source:</b>					
Care fees and contracts	1,975.4	185.2	426.3	64.3	<b>2,651.2</b>
Other income	38.0	4.6	-	0.9	<b>43.5</b>
	-----	-----	-----	-----	-----
Total income from charitable activities	2,013.4	189.8	426.3	65.2	<b>2,694.7</b>
	-----	-----	-----	-----	-----

All charitable activity income relates to unrestricted income.

## 5 Grants receivable

	2021	2021	2021	2020	2020
	Unrestricted funds	Restricted funds	Total funds	Restricted funds	Total funds
	£000	£000	£000	£000	£000
Peterborough City Council	-	93.3	<b>93.3</b>	320.7	320.7
Cambridgeshire and Peterborough Clinical Commissioning Group (CCG)	-	255.0	<b>255.0</b>	346.6	346.6
National Lottery Community Fund – Norfolk Young Carers Forum	-	43.4	<b>43.4</b>	101.1	101.1
National Lottery Community Fund – Reaching Communities	-	64.1	<b>64.1</b>	80.0	80.0
BBC Children in Need	-	85.3	<b>85.3</b>	51.6	51.6
Huntingdon Freeman's Trust	-	3.0	<b>3.0</b>	-	-
Cambridgeshire Community Foundation	-	41.9	<b>41.9</b>	5.0	5.0
Julia and Hans Rausing	-	97.7	<b>97.7</b>	-	-
Catalyst	-	19.5	<b>19.5</b>	-	-
Carers Trust BAME	-	15.0	<b>15.0</b>	-	-
Cambridgeshire County Council Mind the Gap	-	9.9	<b>9.9</b>	-	-
Masonic Charitable Trust	-	-	-	10.0	10.0
Others £5,000 and below	10.6	7.0	<b>17.6</b>	0.4	0.4
Add: brought forward deferred from previous year	-	17.1	<b>17.1</b>	68.9	68.9
Less: deferred to projects in the next year	-	-	-	(17.1)	(17.1)
	----- 10.6	----- 752.2	----- <b>762.8</b>	----- 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

Total expenditure 2021			
Activity by type:	Direct costs	Support costs	2021 Total
	£000	£000	£000
Care and carers breaks	1,967.9	808.9	<b>2,776.8</b>
Carer support (information, advice and guidance)	346.1	147.3	<b>493.4</b>
Emergency care and hospital discharge	267.2	121.6	<b>388.8</b>
Raising awareness	174.6	52.4	<b>227.0</b>
Fundraising costs	-	89.9	<b>89.9</b>
Total expenditure on activities	2,755.8	1,220.1	<b>3,975.9</b>

Total expenditure 2020			
Activity by type	Direct costs	Support costs	2020 Total
	£000	£000	£000
Care and carers breaks	2,014.6	622.3	<b>2,636.9</b>
Carer support (information, advice and guidance)	321.6	116.7	<b>438.3</b>
Emergency care and hospital discharge	311.1	112.8	<b>423.9</b>
Raising awareness	196.5	70.0	<b>266.5</b>
Fundraising costs	-	51.4	<b>51.4</b>
Total expenditure on activities	2,843.8	973.2	<b>3,817.0</b>

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 £000	Governance function £000	2020 Total £000	Basis of apportionment
Annual report, audit and AGM	-	8.7	<b>8.7</b>	Direct staff cost
Trustees' expenses and training	-	0.5	<b>0.5</b>	Direct staff cost
General office, HR and finance staff	289.1	138.6	<b>427.7</b>	Direct staff cost
Premises	66.3	-	<b>66.3</b>	Desks used
IT and communications	250.3	-	<b>250.3</b>	Direct staff cost
Fundraising	51.4	-	<b>51.4</b>	Direct staff cost
Subscriptions, insurance and professional fees	93.9	11.0	<b>104.9</b>	Direct staff cost
Staff welfare and recruitment	63.4	-	<b>63.4</b>	Direct staff cost
Total	814.4	158.8	<b>973.2</b>	

## 10 Net income/(expenditure) for the year

	2021 £000	2020 £000
This is stated after charging:		
Depreciation	<b>5.2</b>	-
Audit fee	<b>7.0</b>	6.8
Operating lease rentals – land and buildings and equipment	<b>101.0</b>	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
	<u>2,999.9</u>	<u>2,896.4</u>

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	-
<b>Total</b>	<b>45,900</b>	<b>-</b>

## 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
<b>Total full-time equivalent</b>	<b>102.8</b>	<b>106.8</b>

## 13 Fixed assets

All funded by unrestricted reserves	Motor vehicles £000	Equipment £000	Total £000
<b>Cost</b>			
At 1 April 2020	43.4	-	43.4
Additions	-	41.4	41.4
<b>At 31 March 2021</b>	<b>43.4</b>	<b>41.4</b>	<b>84.8</b>
<b>Depreciation</b>			
At 1 April 2020	43.4	-	43.4
Depreciation charge	-	5.2	5.2
<b>At 31 March 2021</b>	<b>43.4</b>	<b>5.2</b>	<b>48.6</b>
<b>Net book value</b>			
At 1 April 2020	-	-	-
<b>At 31 March 2021</b>	<b>-</b>	<b>36.2</b>	<b>36.2</b>

**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	<b>836.5</b>
	-----	-----	-----	-----
	2020			
	Brought forward	Income	Expenditure	Carried forward
	£000	£000	£000	£000
General reserve	876.3	2,787.4	2,835.2	<b>828.5</b>
	-----	-----	-----	-----

## 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	-
	<b>1.9</b>	<b>759.9</b>	<b>753.9</b>	<b>7.9</b>

\* 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	-	<b>822.2</b>

	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
<b>Donations and legacies</b>	90.5	13.6	104.1
<b>Income from charitable activities:</b>			
Grants receivable	-	967.2	967.2
Care fees and contracts	2,651.2	-	2,651.2
Other charitable income	43.5	-	43.5
<b>Investment income</b>	2.2	-	2.2
<b>Other</b>	-	-	-
<b>Total income</b>	2,787.4	980.8	3,768.2
<b>Expenditure</b>			
Costs of raising funds	51.4	-	51.4
Expenditure on charitable activities	2,783.8	981.8	3,765.6
<b>Total expenditure</b>	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

Stuart Evans (Chair)	Appointed 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.



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Caring Together Charity  
Charity Registration Number 1091522  
Company Registration Number 4379948



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