



Annual report and accounts 2021/22



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Welcome

The devastating impact of coronavirus has continued to hit carers hard. This, together with the cost of living crisis, is pushing many carers to breaking point.

During the year we saw the demand for our services increase with our capacity hard pressed to meet it. We are not surprised by an Association of Directors of Adult Services (ADASS) carers survey reporting that in the East of England 40% of adult carers are caring for more than 100 hours per week, 40% saying their caring role had caused financial difficulties and 68% reporting a general feeling of stress.

The situation for young carers is just as worrying. A national snapshot poll which we conducted showed only 53% reporting having received a young carer's assessment which they have been entitled to for more than seven years, and most waiting between three and 10 years before receiving support. Young carers continue to have concerns about their mental health and life at school with those not linked into a young carers project being less happy about all aspects of their lives.

It is because of this that this year we have increased our influencing work to try and get to the heart of national and local policy for young carers.

We have launched a Young Carers Alliance which within four months reached 100 member organisations and members from across the globe. We hosted young carer research and practice forums and a meeting with the Children's Commissioner for England to meet and talk to young carers from across England.

We were delighted to co-host an event at the House of Lords for young carers to share their experiences with members as part of a successful campaign to protect their rights in the Health and Care Act.

We are linked in with key organisations such as the Department for Education, Ofsted and the Department of Health and Social Care.

We were also invited to present at the NHS England Commitment to Carers Oversight group about our work with the Young Carers Alliance.

As well as being able to reintroduce our community-based services once COVID restrictions were lifted, we also launched our new counselling service. Demand soon outstripped capacity so we are continuously seeking to innovate and secure new sources of funding so that all those who need this valuable service are able to access it when they need it.

We are continuing to make progress with our equality, diversity and inclusion action plan. This included staff and volunteers attending 'Walking in my shoes' sessions and being awarded funding to support our work to improve the inclusivity of our communications.

Our green champions are working in partnership with the board on our environmental action plan. This is prioritising waste minimisation, reducing our carbon footprint and reducing printing.

Without a doubt one of our highlights during the last year was to establish our carer council. This new council will ensure carers are at the heart of our work, shaping our strategy and plans, ensuring our continued relevance and that our work will deliver the greatest impact for carers.

Solid financial performance in recent years has meant that this year we were able to invest in implementing a new finance system, continue our digital transformation work, maintain our position as a real living wage employer and move to our new head office. This provides a welcoming space and improved facilities for our staff and volunteers. It has also marked our new 'normal' as we introduce hybrid working arrangements with our new space specifically designed for collaboration.

The challenges presented by COVID and increased demand for services has meant we have continued to relentlessly ask our staff and volunteers to go above and beyond and every day they have delivered. We are very grateful to our special team of people who continue to remain completely dedicated to supporting carers.

The Carer Friendly Tick Award continues to see more organisations in the education, health, community and employer categories identifying and supporting carers.

We couldn't do what we do without the ongoing support from funders, donors and partners. Thank you so much for everything that you have contributed to our work this year. It just simply wouldn't have been possible without you.



Stuart Evans
Chair of trustees



Miriam Martin
Chief executive

Timeline of our year

Caring Together work year-round to provide carers with the support they need, and campaign alongside carers for their rights. As well as the activities highlighted in the pages that follow, there have been some landmark dates throughout the year.

June 2021

Meetings with MPs – involving carers and members of our team – to discuss issues facing carers and for carers to share their experiences.

A **Carer Friendly Tick** event with presentations by organisations who hold the award, with them sharing their experiences and the value to them of identifying and supporting carers.

September 2021

More than 80 professionals from research, policy and practice across the country join our first **Young Carers Research and Practice Forum**.

Mind the Gap project launched to increase engagement with previously unsupported carers in the Gypsy, Roma and Traveller communities.

May 2021

We present at the **International Young Carers Conference** on raising awareness of young carers, sharing our experiences, resources we have developed and their impact.

The first carer is referred to our **new counselling service for carers**.

July 2021

The launch of our first **Carer Voice and Involvement Plan**, produced in partnership with carers.

October 2021

The first meeting of the new Caring Together **carer council** is held.

November 2021

Our work to identify and improve support for young carers is recognised as we are a finalist in the 'System-led support for carers' category at the national Health Service Journal awards.

As we move out of COVID restrictions, a trip for carers, the people they care for, and bereaved carers is held with them enjoying a day at Sandringham Christmas market.

Carers Rights Day sees us host a meeting between the Children's Commissioner for England and young carers from across the country.

January 2022

We moved our **head office** to more accessible premises in St Ives, which is suited to collaborative and hybrid working.

March 2022

Carers return to **meeting in-person at hubs** for the first time following the easing of COVID restrictions.

A network of more than 75 organisations and 150 individuals come together to form the **Young Carers Alliance** – each sharing a commitment to improving the identification, assessment and support of young carers and young adult carers.

December 2021

Our work to support adult carers over the next four years is awarded funding from **The National Lottery Community Fund**.

February 2022

Young carers meet members of the **House of Lords** in a meeting we co-host with Barnardo's. They share their experiences and seek the support of members in protecting the rights of carers in the Health and Care Bill.

How we are...

reducing isolation and loneliness

Isolation is a significant and increasing problem for people looking after a family member or friend. Having someone to talk to is an essential part of reducing the impact of one of the biggest challenges faced by carers.

This year the vast majority of carers (90%) reported they have felt lonely, increasing from 81% in 2019. More than a third (34%) of carers have said that they often or always feel lonely*.

Groups and hubs, trips, our Listening Ear service and opportunities for carers to meet together online are ways we have worked to reduce isolation and loneliness. Speaking to other carers and having opportunities to socialise together, with or without the person they care for, have been welcome opportunities for carers both in lockdown, and as restrictions have eased.

*State of Caring, Carers UK, 2021

“ Apart from visiting my local shops and GP practice, I've not felt able to have any social meetings in 18 months but the draw to see all the old faces was enough.

I am so glad I came, and am still allowed to be part of this fantastic group. ”

Alan**, bereaved carer

** name changed to protect the identity of the individual.

What we did



390

We provided 390 hours of Listening Ear support to carers.



103

103 different adult carers attended our 80 groups, workshops and activities arranged for them.



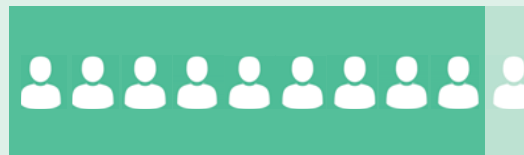
118

118 different young carers and young adult carers attended our 55 groups, workshops and activities we organised for them.

The difference we made



95% of carers who took part in our carer voice activities said being involved made them feel less isolated.



Nine out of ten carers accessing trips reported they had increased opportunities to socialize with others.



100% of carers we provided with counselling felt the counsellor listened and responded to their needs.

How we are...

reducing health inequalities

Looking after someone who cannot cope without your help and support often has an impact on your own physical and mental health. Support is needed to reduce the health impacts of having a caring role.

In 2021 it was found 64% of carers said their physical health had become worse as a result of caring in the pandemic, and more than two-thirds (69%) reported their mental health had worsened.* The 2021 GP Patient Survey found 60% of carers surveyed said they themselves had a long-term condition, disability or illness.

We have acted to help carers attend their own medical appointments, have a break from their caring role and to develop improved skills on how they can look after their own wellbeing.

* State of Caring, Carers UK, 2021

“After all the additional pressures on carers during lockdown, it was so lovely to have something organised for me, to relax together and feel thoroughly spoilt. It was a real boost to my wellbeing.”

Jane**, talking about being able to enjoy a trip with other carers.

** name changed to protect the identity of the individual.

What we did



276

We supported 276 carers when their physical or mental health was at crisis point or they could not attend their own health appointments.



73,782

We provided 73,782 hours of homecare so that carers were able to take a break.



299

There were 299 carers who joined in the 37 training opportunities we offered.

The difference we made



100% of carers we supported with counselling felt more able to cope in their caring role.



96% of those accessing What If? emergency plans felt that they had been able to attend to their own health needs.



100% of those accessing carers training felt the information and support would help them maintain physical/mental health.

How we are...

increasing resilience and ability to care for longer

An illness, an accident, a gradual deterioration of the health of someone close to you... the world has then completely changed for you and the loved one you are caring for. Enabling carers to increase their resilience benefits them, and improves their ability to care for their loved one.

Across the UK 6,000 more people become carers each day. We act to give carers the skills and support they need to help them with their caring role, become more resilient, and improve their quality of life outside of their responsibilities in looking after someone.

Providing training, advice, practical support, and bursaries are just some of the ways that we help carers become more resilient and better able to care.

“Thank you so much for organising this Zoom meeting. I found it so useful on so many levels. It was really good to be able to speak with some dementia specialists and to hear the experiences of other carers.

At last, I feel people are listening to me when I try to get some dementia support in my area.”

Carol**, after attending a carer learning session.

** name changed to protect the identity of the individual.

What we did



14,049

Our Caring Together helpline team gave support to carers, speaking to them on 14,049 calls.



610

610 What If? plan registrations were made, meaning a plan is in place for if a carer is unable to carry out their caring role, with 102 plans activated with planned support provided.



15,764

Our advice line team gave support to carers through 15,764 calls as part of the Carers Matter Norfolk service.

The difference we made



88% of carers completing training sessions reported they had developed more coping strategies.



83% of carers accessing one-off support and What If? emergency plans said that they feel less worried.



83% of carers who accessed training, trips and breaks, one-off support or What If? emergency plans reported feeling better supported in their caring role.

How we are...

increasing choice and control

Looking after a loved one can make it feel like your choices in life have been taken away. We work to help carers to have more choices – by providing and making them aware of available opportunities.

Being a carer can affect your education, employment, home life, or social and leisure activities. We work to give carers choices in these areas and in their caring role - being able to take a break or to have more options around how they care for the person they look after.

We provide bursaries, offer breaks from caring, give young adult carers opportunities to build skills that will help them find work or progress in education, offer trips, and provide social activities. We also give information and advice on what is available to the carer and the person they support. This provides carers with improved choices and more control over their lives.

Carers' voice opportunities help shape the work of Caring Together, raise awareness of carers, and encourage other organisations to take the needs and wishes of carers into account.

“Thanks so much for taking the time to go through everything with me last week, it's really helped me focus on next steps and priorities for Jack's** transition into adult social care.”

Annie**, parent carer who was supported with transition planning.

** name changed to protect the identity of the individual.

What we did



£17,426

We provided £17,426 in bursaries to carers to relieve pressures they face.



1,540

Our inside news email newsletters kept 1,540 people updated on the latest information and support available for carers, a 60% increase.



410

We enabled 410 carers to have time away from their caring role.

The difference we made



84% of carers involved in carer voice projects said their involvement had improved their skills and confidence.



Nine out of ten carers accessing training, one-off support and What If? emergency plans reported that they know where to go for extra help when they need it.



76% of carers accessing training, one-off support and What If? emergency plans reported that in crisis situations they would know where to go for extra help.

How we are...

supporting carers earlier

It takes too long for many people looking after a family member or friend to be recognised as a carer and given support. Early identification and support of carers helps them, and the person they care for.

Any one of us could become a carer at any moment. We work with a range of partners to improve the identification and support of carers of all ages. Our Carer Friendly Tick Awards cover education, health, community and employers, and we deliver awareness raising sessions, including with carers sharing their experiences.

Providing carers with breaks from their caring roles before they reach a crisis point is hugely important. We have held carer voice sessions for MPs, members of the House of Lords and others to increase their understanding of the need to identify and support carers.

Almost half (48%) of carers said they have had to give up work or study to carry out their caring role (Pushed to the Edge, Carers UK, February 2022). The same research found 51% of carers had given up hobbies or personal interests due to caring.

“I have five young carers... they help and support me so much!

Without Caring Together, they wouldn't get the opportunities to go and do more exciting things.

Caring Together are not only there for the fun side of things but they are also there to support the children in many ways.”

Sue**, parent whose children are young carers, supporting her.

** name changed to protect the identity of the individual.

What we did



98

98 organisations hold the Carer Friendly Tick Award recognising their work to identify and support carers.



1,102

Supported 1,102 people with homecare, giving their carers a break from their caring role.



33

Arranged and facilitated media coverage of carers and issues affecting carers on 33 occasions, many of these included carers sharing their experiences.

The difference we made



98% of those attending carer awareness raising sessions said their ability to meet the needs of carers and/or signpost them appropriately had improved.



95% of carers involved in our carer voice opportunities said they felt they had been listened to.



95% of those attending carer awareness raising sessions said their ability to identify carers within their setting had improved.

Our people

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

During 2021/22 our focus has been on reconnecting with each other and re-energising ourselves as we have emerged from various lockdowns. Taking learning from working remotely, our new hybrid arrangements have been enhanced by moving to a new office in St Ives which has improved collaboration and productivity.

We have made good progress with our equality, diversity and inclusion action plan with our staff engagement forum 'Your voice' arranging activities and lunches to embrace different cultures and communities in addition to rolling out a new equality, diversity and inclusion training programme.

Like other sectors we have found recruitment challenging and recognise that pay and benefits need to be competitive and relevant. We have been able to maintain our status as a real living wage employer and make a modest pay award to all employees.

Our team of volunteers make a unique and valuable contribution to our work, delivering 1,535 hours of support across the charity. Volunteers support our carer hubs, young carer activities and fundraising to name a few.

“On the whole I love working for Caring Together.”

“I would like to say how great my line manager is. He is always around to chat and gets stuck in when needed.”

“The Friday afternoon catch up Zoom session for volunteers is a very useful venue to air issues.”

Quotes from three members of the Caring Together team.

What we did



119

119 staff and volunteers attended five 'Walking in my shoes' sessions.



50

50 new members of staff were welcomed to the Caring Together team this year.



17

17 new volunteers joined the charity this year and we saw the creation of two brand new volunteer roles.

The difference we made



92% of staff and volunteers say they are treated with respect.



83% of staff and volunteers feel valued for the work they do.



87% say that colleagues across the charity respect individual differences.

Thank you

The donations made by companies, community groups and individuals in 2021/22 have had an enormously positive effect on the lives of carers across our region. Thanks to you, people who felt isolated and alone in their caring role were able to meet with other carers and make new friends; carers who were lost trying to find information and get support were given clear information and direction from our helpline; and carers who were at their lowest ebb found expert support from our counselling service.

Thank you for standing with carers from age five upwards. Your support has made a world of difference.

Businesses supporting carers

We are very thankful to the companies that have invited us to deliver sessions to raise awareness of carers in their workplace, and raised funds or made donations.

We want to say a special thank you to Barclays Bank who have supported us through the COVID-19 pandemic, and to John Lewis who made two generous donations this year. Thank you also to Buckles Solicitors who have continued to support our work, for which we are very grateful.



Community groups and organisations showing kindness to carers

We have received fantastic support from community groups across this region, including Lakeside Lodge Golf Club, Pidley, who chose us as their Ladies Captain charity of the year, and Euston Masonic Lodge. The students at The King's School Peterborough also chose to support Caring Together and raised a very significant sum!



People across our region standing with local carers

It means such a lot when people give or raise funds with compassion and kindness. Thank you to every single person who has made a donation, bought a ticket in our Summer Raffle, or took part in our Valentine's Day virtual balloon race. A special thank you goes to our regular supporters who give every single month to support carers.



Helping others in memory of those we have lost

Gifts given in memory of a loved one are a very special way to support unpaid carers across our region. A sincere thank you to everyone who has given a donation at a funeral or in memory of someone special.

Jo's gift in memory of a dear friend

Jo decided to make a donation of £100 to Caring Together in memory of her friend, Martin.

“Giving to the work that you do in supporting carers is a very fitting way of honouring a man who spent a lot of time supporting and caring for the people around him.”



To help us support even more carers you can:

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

Your support makes a difference

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

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

£60 could train a volunteer to give carers someone to talk to.

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

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

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

- * Barclays
- * BBC Children in Need
- * Bernard Sunley Foundation
- * Bridges Outcomes Partnerships
- * Cambridge City Primary Care Network
- * Cambridgeshire and Peterborough Clinical Commissioning Group
- * Cambridgeshire Community Foundation
- * Cambridgeshire County Council
- * Carers Trust
- * Ely Primary Care Network
- * Hinchingsbrooke Foundation
- * Huntingdon Freeman's Trust
- * Masonic Charitable Foundation
- * Maxine Lester Lettings and Property Management
- * NHS Charities Together
- * NHS England / Improvement
- * Norfolk and Waveney Clinical Commissioning Group
- * Norfolk and Waveney Health and Care Partnership
- * Norfolk Community Foundation
- * Norfolk County Council
- * Peterborough City Council
- * Quilter
- * The Brampton Hub
- * The Evelyn Trust
- * The National Lottery Community Fund
- * Voluntary Norfolk
- * Walking for Norfolk



Carer voice

Caring Together is committed to having the voices of carers heard to shape our strategic direction and how we act to carry out our strategy. Their voices are important to ensuring we provide the most relevant and effective support for carers.

This year our carer voice and involvement plan, produced with carers, was published. This was followed by the creation of our carer council, which met for the first time in October 2021. The carer council makes sure the voices of carers and former carers are heard and acted on in everything done by Caring Together.

We have given opportunities for carers to have their voices heard by the Children's Commissioner for England, members of parliament, members of the House of Lords, and much wider audiences by creating media opportunities on radio, television, online and in newspapers.

There have been 68 carer involvement opportunities where carers have been able to speak of their experiences, give input into research, help shape services and contribute to policies being developed.

Carers' voice opportunities shape the work of Caring Together, raise awareness of carers, and encourage other organisations to take the needs and wishes of carers into account.

“Many of us who are, or have been carers, have clear ideas on what can make a difference to people looking after a family member or friend.

Caring Together's new carer council should play a hugely important role.”

Steve Acklam, chair of Caring Together carer council.

Looking to the future

At the end of 2021 we refreshed our strategy and business plan. Our primary goal is to reach 50,000 carers through a variety of channels with the information, advice and practical support they need.

In the Autumn of 2022, we began the development of a new strategy.

Our strategy

Focussed growth
reaching more people with our core activities.

Excellence
being the best we can.

Innovation
delivering future solutions for carers.

Our goals 2022-2024

Improve the identification of and support to carers in health and education settings.

Ensure carers of all ages are able to access their statutory right to an assessment.

Support and contribute to national campaigns for reforms to carers allowance.

Seek improved provision for parent carers.

Increase voluntary income to enable us to grow the capacity of our services.

Improve the sustainability of our homecare service and seek to achieve CQC 'outstanding'.

Strengthen our employer brand to improve staff retention and grow our workforce.

Achieve the targets set out in our environmental, governance and equality, diversity and inclusion action plans.

Our outcomes

Carers receive entitlements and support.

Carers are heard, recognised and valued.

Carers have more confidence in their caring role.

Carers' health and wellbeing has stopped deteriorating or improved.

Carers are supported in their life before, during and after caring.

Our impact

Reduced isolation and loneliness.

Reduced inequalities.

Increased social value.

Ability to care for longer.

Increased choice, control and life chances.

Being supported earlier.

Increased resilience.

Compliance, governance and risk

The board of trustees has overall responsibility for risk management. Oversight is maintained throughout the year with the support of the finance and audit committee and quality and service delivery committee. The board receive a quarterly risk review and an annual report providing a summary of risk movement and actions taken during the year.

The charity's risk register is updated quarterly for this purpose. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. The charity's risk register details the category of risk, who the management lead is, who has overall responsibility and which body is responsible for review. Risks are reviewed monthly by the senior leadership team.

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

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

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

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

We started the year with key risks in the areas of finance, people, and systems. During the year we added cyber security and payroll resilience. One of the biggest issues for us during the year was to manage the impact of losing key members of staff and struggling to recruit replacements.

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

- ✧ Ensured productivity and staff satisfaction was improved.
- ✧ Were awarded new income worth £1m over future years.

- ✧ Maintained all our services despite staff retention challenges.
- ✧ Achieved 'good' ratings from local authority and Clinical Commissioning Group inspections of our regulated homecare services.

The key risks for the charity going forward remain

Income

The changes in the health and social care system, as it moves to an integrated approach, will change future commissioning. We are as yet unsure of how this will impact on the way our current contracts will be recommissioned. Larger grants are harder to source, and smaller grants are often time consuming to administer. Neither tend to enable us to recover the full cost of projects and services so we will need to scrutinise each opportunity carefully. We are implementing a homecare strategy which sees us move away from non-cost effective local authority commissioned homecare to a service which covers its costs. This could have a negative impact on income during the transition period. Fundraising continues to be challenging and while we have set modestly ambitious targets for the year, we are aware that there is a risk income may not materialise.

People

Recruiting and retaining the highest quality staff remains a critical issue. The impact of this affects our ability to deliver services and respond to growing demand for carer support. The cost-of-living outlook for the next year means that people will be looking for roles that can help them maintain standards of living or improve them and we will struggle to be able to offer competitive salaries in all cases. We will be undertaking a review of benefits during the Autumn of 2022, recognising that there are other things we can do to make Caring Together an attractive workplace. We have participated in the 'fair cost of care' exercise which should result in greater levels of funding for homecare. This in turn will mean we can offer improved pay to our homecare team.

Systems

This year we were able to complete the roll out of our internal systems with the finance system being the final element of our roadmap. There have been some unexpected delays with the new people system, but implementation is imminent. That doesn't mean the work is all completed as there will always be improvements to the functionality that we can make. But we are now in a position to start to realise our aims of starting to better know and understand our customers, simplicity of referrals and elimination of a lot of manual processes.

This will support our increased reach to carers with exceptional customer service which we aspire to achieve. With an increased reliance on systems there are risks around data compliance and data entry which may impact on the accuracy and reliability of data analysis.

We comply with the NHS data security and protection toolkit. This assesses our performance against the National Data Guardian's ten data security standards, it assesses our:

- ✧ Information security.
- ✧ Confidentiality and data protection.
- ✧ Management structures and responsibilities. For example, assigning responsibility for carrying out the information governance and providing staff training.

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

Competition

There is a lot of competition amongst providers for online services to carers which we are mindful could impact on our future service portfolio. While we are confident about the value of our local carer offering, we will lose brand visibility and market share if we don't respond appropriately and rapidly.

Compliance

Our homecare is regulated by the Care Quality Commission (CQC). We are pleased to have maintained our 'good' rating. This demonstrates our ongoing commitment and investment in maintaining high standards of care and ensuring our care professionals are highly trained and expert in the services they provide. Homecare remains an essential way of ensuring carers have access to much needed breaks.

Governance

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

The review concluded that the board are high-performing and very engaged, working in partnership with the executive team. Recommendations were made to improve our governance further in the areas of meeting effectiveness to build in generative and strategic discussions throughout the year; documentation and performance reviews. Since the conclusion of the review, any recommendations have been acted upon.

Financial review and results for the year

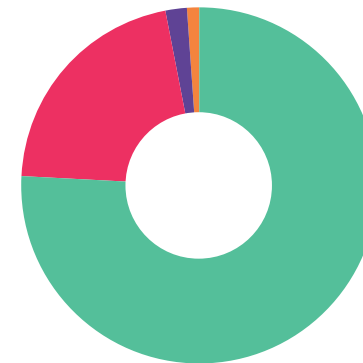
The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard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

Overall, Caring Together made a surplus of £97k in the financial year to 31 March 2022 compared to a surplus of £14k in the previous year. Within this, however, we made a deficit on unrestricted-funded activities of £181k, as we invested in modernising our working practices, but also reflecting the challenging financial environment in which we operate. We ended the year with unspent restricted grants of £286k which will be spent in 2022/23.

Income

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

We raised £4m income through:



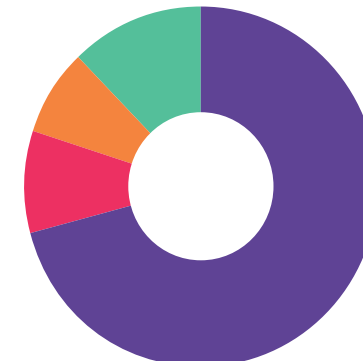
76% care fees and contracts

21% grants receivable

2% donations and legacies

1% other income

We spent £4m on:



71% care and carer breaks

9% carer support

8% emergency care and hospital discharge

12% fundraising costs and raising awareness

Care fees and contracts relate to CQC regulated services and provision of carers' support, which include our contract as a strategic partner with Cambridgeshire County Council. Care fees and contract income increased by £362k to £3,387k.

Grants, donations and fundraising are our other sources of charitable income. Grant income in the year increased by £177k to £940k. Our principal donors are listed in note 5 to the financial statements. Most grants have been provided for a specific purpose; any amounts unspent at the year-end are carried forward in restricted reserves. Donations and legacies of £71k, are at a similar level to last year, fundraising campaigns having been put on hold because of the pandemic. Donations and grants were spent on the charitable purposes for which they were given.

Expenditure

Our expenditure increased by £372k (9%) to £4,348k in 2021/22, which reflects our increased service provision in 2021/22, as well as investment in new HR and finance systems and the move to our new office in St Ives. Staff working practices, digitised in response to the pandemic, have continued to modernise, with hybrid working becoming the norm for those staff who can work from home. We also remained a real living wage employer.

Funds and reserves

Our total unrestricted reserves at the year-end were £655k. Restricted reserves were £286k. The assets backing these reserves are shown in note 19 to the financial statements. Note 17 details the use of restricted funds received during the year.

The accounts also include deferred income of £75k which is funding received in advance for projects due to start in 2022/23.

Commissioners

We were grateful to be commissioned by the following organisations to deliver services during 2021/22:

- ✧ Bridges Outcomes Partnership
- ✧ Cambridge City Primary Care Network
- ✧ Cambridgeshire and Peterborough Clinical Commissioning Group
- ✧ Cambridgeshire County Council
- ✧ Huntingdonshire District Council
- ✧ NHS England and NHS Improvement
- ✧ NHS Norfolk and Waveney Clinical Commissioning Group
- ✧ Norfolk County Council
- ✧ Peterborough City Council
- ✧ Voluntary Norfolk.

Fundraising

During 2021/22 Caring Together continued to seek grant funding from charitable trusts and foundations, as well as approaching community groups and running fundraising activities to generate income to support our work. As experienced by many other charities, fundraising has been very challenging in a pandemic/post pandemic context, especially as many in-person events could not be held.

Our approach to fundraising

As we began to emerge from the worst of the effects of the pandemic we reviewed new potential sources of support. We have identified local companies as a key sector to engage with, both to benefit working carers and raise funding to support our services.

We have also identified that some of our internal systems and processes require improvement and refinement to support fundraising, so have proactively worked to develop these.

We have continued to offer fundraising activities to supporters including a new Summer Raffle launched in summer 2021, and a virtual balloon race. Local community groups and organisations have continued to support our work for which we are very thankful.

Fundraising conforming to recognised standards

We are registered with the Fundraising Regulator and our fundraising team comply with the Code of Fundraising Practice. All donations received are used for charitable purposes. There have been no reported failings in the compliance with the code during 2021/22.

Monitoring of fundraising carried out on our behalf

During 2021/22 fundraising activities carried out on our behalf have been largely individual challenges or community fundraising activities. Where fundraising activities have been known to us, we have provided support and guidance as appropriate and ensured where possible that any such activities have adhered to government restrictions in place at the time.

Fundraising complaints

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

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

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

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

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

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

Reserves and reserves policy

The reserves held are funds that are available for use in the furtherance of the charitable objectives. They are funds which have not yet been committed, designated or spent. At 31 March 2022 our reserves are as follows:

	Current year £	Previous year £
Unrestricted funds	655	836
Restricted funds	286	8
Total charity funds	941	844
Average monthly operating costs	350	331
Number of months operating costs held as reserves	2.7	2.6

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

After consideration of ongoing operating costs and other potential calls on funds, the level of reserves the trustees have set aside provides financial stability and the means for the future development of our principal activity.

We have maintained our reserves at a level which is within the range of two to three months of operating costs. Unrestricted reserves fell below that level during 2021/22 but we will be seeking to restore them over the medium term.

This allows the charity to continue its current operations and gives time to plan in the event of operational difficulties. It also allows for the funding of projects referred to in this report, including continued digital transformation. It further allows for the funding of any one off, unexpected payments.

The trustees will continue to review the reserves policy annually to ensure it remains appropriate and reflective of the environment we are working in.

Investment policy

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

Governance and management

Our governing document

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

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

The board

Appointment of trustees

The board of trustees comprises of a minimum of three trustees and a maximum of 12. Trustees serve an initial term of three years that can be extended up to a maximum of three terms. No trustee will serve more than three, three-year terms.

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

Interested parties apply and are invited to meet the chair and other trustees for informal discussions. Should both parties want to proceed, prospective trustees are invited to take part in a formal interview process with representatives from the trustee board and senior leadership team, including the chief executive. All trustees are subject to appropriate vetting checks and asked to sign policies which include a fit and proper persons (Disqualification Disclaimer) form, a register of interests and the Charity Commission's eligibility form.

Trustee induction and training

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

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

New trustees are invited to meet with the chief executive and senior leadership team and encouraged to visit our services to meet carers and shadow members of staff.

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

Organisation

The board of trustees meet routinely six times per year. The two formal sub-committees, finance and audit, and quality and service delivery, meet four times a year each. Strategic away days are held from time to time.

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

A scheme of delegation is in place with day-to-day responsibility for the smooth and effective running of the charity assigned to the chief executive, along with the senior leadership team. The chief executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

Relationships and co-operation with other organisations

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

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

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

A full list of our Carer Friendly Tick Award holders can be found on our website at caringtogether.org/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 66-67. All trustees give of their time freely and none received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 to the accounts.

During the year Mandy Hill, Christy O'Connell, Donna Talbot and Howard Tidman were appointed as trustees.

The company has an agreed remuneration policy. Salaries for the senior leadership team are set and reviewed annually by the board of trustees in consultation with the chief executive as appropriate. All other staff salaries are set by the senior leadership team. Increases in pay are kept within the budget agreed by the board. Pay increases are split partly to take into account inflation and also to reward performance. Salaries are openly stated in job adverts.

Statement of trustees' responsibilities

The trustees (who are also directors of Caring Together Charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- ✧ select suitable accounting policies and then apply them consistently
- ✧ observe the methods and principles in the Charities SORP
- ✧ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

- ✧ make judgements and estimates that are reasonable and prudent
- ✧ state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning their future activities. The section entitled 'Achieving our aims' from page 8 identifies and explains the various activities undertaken.

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

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

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- ✿ there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- ✿ the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

By order of the board of trustees

Signed on behalf of the trustees on
23 November 2022



Stuart Evans
Chair of trustees

Independent auditor's report to the members of Caring Together

Opinion

We have audited the financial statements of Caring Together (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ✧ give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ✧ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ✧ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- ✿ the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ✿ the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- ✿ adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ✿ the financial statements are not in agreement with the accounting records and returns; or

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

- ✧ certain disclosures of trustees' remuneration specified by law are not made; or
- ✧ we have not received all the information and explanations we require for our audit.
- ✧ The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions' in preparing the directors report or from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

This included those regulations directly related to the financial statements. In relation to the charitable company this included financial reporting.


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

- ✿ Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- ✿ Reviewing minutes of trustee board meetings and correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable company. We have also reviewed the procedures in place for the reporting of any incidents to the trustee board including serious incident reporting of these matters as necessary with the Charity Commission.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [frc.org.uk/auditorsresponsibilities](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.

J Wilkinson

24 November 2022

Helena Wilkinson BSc FCA DChA
Senior Statutory Auditor
For and on behalf of Price Bailey LLP
Chartered Accountants
Statutory Auditors
Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Financial statements for the year ended 31 March 2022

Statement of financial activities (including income and expenditure account)

			2022		2021
	Notes	Unrestricted funds	Restricted funds	Total funds	Total funds
		£000	£000	£000	£000
Income					
Donations and legacies					
Donations and legacies	3	71.2	-	71.2	76.3
Grants receivable	5	67.0	873.0	940.0	762.8
Income from charitable activities:	4				
Care fees and contracts		3,387.1	-	3,387.1	3,024.6
Other charitable income	6	30.7	-	30.7	19.6
Investment income		1.4	-	1.4	1.6
Other income	7	15.3	-	15.3	105.0
Total income		3,572.7	873.0	4,445.7	3,989.9
Expenditure					
Costs of raising funds		63.1	-	63.1	89.9
Expenditure on charitable activities		3,690.6	594.9	4,285.5	3,886.0
Total expenditure	8	3,753.7	594.9	4,348.6	3,975.9
Net movement in funds for the year	10	(181.0)	278.1	97.1	14.0
Reconciliation of funds					
Total funds brought forward		836.5	7.9	844.4	830.4
Total funds carried forward	19 + 23	655.5	286.0	941.5	844.4

There were no recognised gains or losses for 2022 or 2021 other than those included in the statement of financial activities. All activities are continuing.

Note 23 refers to the prior year statement of financial activities.

The notes on pages 41 to 60 form part of these financial statements.

Balance sheet

		2022	2021
	Notes	£000	£000
Fixed assets			
Tangible assets	13	106.2	36.2
		-----	-----
Current assets			
Debtors	14	687.3	542.4
Cash at bank and in hand		656.0	822.2
		-----	-----
Total current assets		1,343.3	1,364.6
Liabilities			
Creditors falling due within one year	15	508.0	546.4
Provision for dilapidations		-	10.0
		-----	-----
Net current assets		835.3	808.2
		-----	-----
Net assets		941.5	844.4
		-----	-----
The funds of the charity			
Unrestricted funds	16	655.5	836.5
Restricted funds	17	286.0	7.9
		-----	-----
Total charity funds		941.5	844.4
		-----	-----

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

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




Stuart Evans
Chair
23 November 2022

Alison Griffiths
Honorary treasurer
23 November 2022

Statement of cash flows

		2022	2021
	Notes	£000	£000
Cash (used in)/provided by operating activities	20	(92.9)	180.5
Cash flows from investing activities			
Purchase of equipment		(89.0)	(41.4)
Proceeds of disposal of fixed asset		14.3	-
Interest income		1.4	1.6
Cash flows used in investing activities		(73.3)	(39.8)
(Decrease)/increase in cash and cash equivalents in the year		(166.2)	140.7
Cash and cash equivalents at the beginning of the year		822.2	681.5
Total cash and cash equivalents at the end of the year		656.0	822.2

Reconciliation of net cash flow to movement in net debt

		2022	2021
	Notes	£000	£000
(Decrease)/increase in cash in the year being movement in net funds in the year	21	(166.2)	140.7
Net funds at 1 April		822.2	681.5
Net funds at 31 March		656.0	822.2

Notes to the accounts

1 Accounting policies

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

(a) Basis of preparation

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

The company is a company incorporated in England and Wales, within the United Kingdom, limited by guarantee not having share capital. There are currently six (2020: eight) trustees who are also the members of the company names on page 62. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The charity is a registered charity. The registered office of the charity is L D H House, Parsons Green, St Ives, Cambridgeshire, PE27 4AA.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are presented in sterling which is the functional currency of the company and the stated £'000 rounded to the nearest £100.

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

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

The board of trustees have reviewed and approved a forecast which shows the company trading sustainably beyond the next 12 months. Consequently at the time of approving the financial

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

(c) Income

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

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

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

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

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

(d) Donated services and facilities

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

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

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

(e) Interest receivable

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

(f) Fund accounting

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

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

(g) Expenditure and irrecoverable VAT

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

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

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

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

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

(h) Allocation of support costs

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

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

(i) Operating leases

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

(j) Depreciation

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

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

(k) Debtors

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

(l) Cash at bank and in hand

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

(m) Creditors and provisions

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

(n) Pensions

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

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

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

(o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost. All other assets and liabilities are recorded at costs which is their fair value

(p) Corporation tax exemption

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

2 Critical accounting judgements and key sources of estimation uncertainty

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

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

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

3 Income from donations and legacies

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Gifts	71.2	-	71.2	49.0	7.7	56.7
Legacies	-	-	-	19.6	-	19.6
Grants receivable (see note 5)	67.0	873.0	940.0	10.6	752.2	762.8
	-----	-----	-----	-----	-----	-----
	138.2	873.0	1,011.2	79.2	759.9	839.1
	-----	-----	-----	-----	-----	-----

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

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

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

4 Income from charitable activities

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2022 Total
	£000	£000	£000	£000	£000
By source:					
Care fees and contracts	2,298.1	224.6	553.5	310.9	3,387.1
Other income	19.7	4.6	-	6.4	30.7
	-----	-----	-----	-----	-----
Total income from charitable activities	2,317.8	229.2	553.5	317.3	3,417.8
	-----	-----	-----	-----	-----
Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2021 Total
	£000	£000	£000	£000	£000
By source:					
Care fees and contracts	2,120.3	213.7	584.2	106.4	3,024.6
Other income	13.3	4.2	-	2.1	19.6
	-----	-----	-----	-----	-----
Total income from charitable activities	2,133.6	217.9	584.2	108.5	3,044.2
	-----	-----	-----	-----	-----

All charitable activity income relates to unrestricted income.

5 Grants receivable

	2022			2021		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000	£000	£000	£000
Barclays 100	-	100.0	100.0	-	-	-
BBC Children in Need	-	48.3	48.3	-	85.3	85.3
Cambridgeshire and Peterborough Clinical Commissioning Group	-	337.8	337.8	-	255.0	255.0
Cambridgeshire Community Foundation	-	64.1	64.1	-	41.9	41.9
Cambridge City Primary Care Network	-	10.0	10.0	-	-	-
Cambridgeshire County Council Mind the Gap	-	9.9	9.9	-	9.9	9.9
Carers Trust	-	15.0	15.0	-	15.0	15.0
Ely North Primary Care Network	-	11.0	11.0	-	-	-
Huntingdon Freeman's Trust	7.0	-	7.0	-	3.0	3.0
Julia and Hans Rausing	-	-	-	-	97.7	97.7
Masonic Charitable Trust	-	35.0	35.0	-	-	-
The National Lottery Community Fund – Norfolk Young Carers Forum	-	-	-	-	43.4	43.4
The National Lottery Community Fund – CAST	-	16.2	16.2	-	19.5	19.5
The National Lottery Community Fund – Reaching Communities/Connecting Carers	-	81.0	81.0	-	64.1	64.1
NHS England	-	6.1	6.1	-	-	-
Norfolk and Waveney Clinical Commissioning Group (Co-production)	-	20.0	20.0	-	-	-
Norfolk and Waveney Clinical Commissioning Group (Gypsy, Roma & Traveller)	-	49.0	49.0	-	-	-
Norfolk Community Foundation	-	8.0	8.0	-	-	-
Peterborough City Council	-	-	-	-	93.3	93.3
Quilter	-	15.0	15.0	-	-	-
NCC and CCC Infection Control and Workforce Retention grants	60.0	-	60.0	-	-	-
Others £5,000 and below	-	46.6	46.6	10.6	7.0	17.6
Add: brought forward deferred from previous year	-	-	-	-	17.1	17.1
	67.0	873.0	940.0	10.6	752.2	762.8

The grants we receive are for the support of carers.

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

During the financial year we also received furlough payments from the government.

6 Other charitable income

	2022		
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Other income	30.7	-	30.7
	-----	-----	-----
	30.7	-	30.7
	-----	-----	-----
	2021		
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Other income	19.6	-	19.6
	-----	-----	-----
	19.6	-	19.6
	-----	-----	-----

7 Other income

	2022	2021
	£000	£000
Profit on sale of fixed asset	14.3	-
Government grants - Coronavirus job retention scheme income	-	65.9
Infection control income and workforce retention grant	1.0	39.1
	-----	-----
	15.3	105.0
	-----	-----

There were no unfulfilled conditions or other contingencies attached to the coronavirus job retention scheme income.

The grants have been recognised in income and no amounts have been carried forward as deferred income.

8 Analysis of expenditure

Activity by type:	Total expenditure 2022		
	Direct costs	Support costs	2022 Total
	£000	£000	£000
Care and carers breaks	1,948.0	1,119.4	3,067.4
Carer support (information, advice and guidance)	278.2	128.5	406.7
Emergency care and hospital discharge	208.5	124.7	333.2
Raising awareness	328.6	149.6	478.2
Fundraising costs	-	63.1	63.1
Total expenditure on activities	2,763.3	1,585.3	4,348.6

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

Expenditure on the charitable activities by the company was £4,285.5k (2021: £3,886.0k) of which £3,690.6k was unrestricted (2021: £2,783.8k) and £594.7k was restricted (2021: £753.9k).

Cost of raising funds in both the current and prior year were unrestricted.

9 Analysis of governance and support costs

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

General support	General support £000	Governance function £000	2022 Total £000	Basis of apportionment
Annual report, audit and AGM	-	14.6	14.6	Direct staff cost
Trustees' expenses and training	-	-	-	Direct staff cost
General office, HR and finance staff	662.5	141.2	803.7	Direct staff cost
Premises	175.7	-	175.7	Desks used
IT and communications	312.1	-	312.1	Direct staff cost
Fundraising	63.1	-	63.1	Direct staff cost
Subscriptions, insurance and professional fees	93.8	-	93.8	Direct staff cost
Staff welfare and recruitment	103.3	-	103.3	Direct staff cost
Depreciation	19.0	-	19.0	Direct staff cost
Total	1,429.4	155.9	1,585.3	

9 Analysis of governance and support costs (continued)

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

	General support £000	Governance function £000	2021 Total £000	Basis of apportionment
Annual report, audit and AGM	-	12.1	12.1	Direct staff cost
Trustees' expenses and training	-	0.2	0.2	Direct staff cost
General office, HR and finance staff	446.9	141.5	588.4	Direct staff cost
Premises	66.1	-	66.1	Desks used
IT and communications	306.1	-	306.1	Direct staff cost
Fundraising	89.9	-	89.9	Direct staff cost
Subscriptions, insurance and professional fees	98.0	7.7	105.7	Direct staff cost
Staff welfare and recruitment	49.0	-	49.0	Direct staff cost
Depreciation	2.6	-	2.6	Direct staff cost
Total	1,058.6	161.5	1,220.1	

10 Net income/(expenditure) for the year

	2022 £000	2021 £000
This is stated after charging:		
Depreciation	19.0	5.2
Audit fee	8.4	7.0
Operating lease rentals – land and buildings and equipment	113.9	101.0
Profit on sale of fixed asset	14.3	-

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

	2022	2021
	£000	£000
The staff costs were:		
Wages and salaries	2,779.3	2,703.6
Social security costs	219.3	208.3
Payments for termination of employment	-	34.8
Pension costs	61.5	53.2
	3,060.1	2,999.9

Two members of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2021: 2).

	£60,000-£69,999	£70,000-£79,999	£100,000-£109,999
Number of people 2022	1	1	-
Number of people 2021	-	1	1

The charity trustees were not paid and did not receive any other benefits from employment with the charity or a related entity in the year (2021: £nil). Neither were they paid for professional or other services supplied to the charity (2021: £nil). No trustee expenses were paid during the accounting period. (2021: £nil).

The key management personnel of the charity comprise:

The trustees, chief executive, deputy chief executive, director of finance and resources, director of operations, head of people, head of fundraising, head of engagement and digital transformation manager. The total employee benefits of the key management personnel of the charity were £378.9.k (2021: £465.1k). The key management personnel of the company are listed on page 67 of the trustees' annual report.

The charity operates a defined contribution pension scheme. Contributions totalling £14,733 (2021: £14,771) were payable to the fund at the balance sheet date.

Termination of employment payments relating to the reporting period are:

	2022	2021
	£	£
Payments in lieu of notice	-	14,123
Ex-gratia payments - severance pay, two people	-	34,777
Total	-	48,900

12 Staff numbers

The average monthly head count was 142 staff (2021: 149 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2022 Number	2021 Number
Senior management	7.1	8.0
Service delivery	78.6	79.8
Administration and finance	15.6	15.0
Total full-time equivalent	101.3	102.8

13 Fixed assets

	Motor vehicles £000	Equipment £000	Furniture and fittings £000	Total £000
All funded by unrestricted reserves				
Cost				
At 1 April 2021	43.4	41.4	0	84.8
Additions	-	23.9	65.1	89.0
Disposals	(43.4)	-	-	(43.4)
At 31 March 2022	-	65.3	65.1	130.4
Depreciation				
At 1 April 2021	43.4	5.2	-	48.6
Depreciation charge	-	14.7	4.3	19.0
Disposals	(43.4)	-	-	(43.4)
At 31 March 2022	-	19.9	4.3	24.2
Net book value				
At 1 April 2021	-	36.2	-	36.2
At 31 March 2022	-	45.4	60.8	106.2

14 Debtors: due within one year

	2022	2021
	£000	£000
Trade debtors	459.0	200.5
Prepayments and accrued income	214.1	325.1
Other debtors	14.2	16.8
	-----	-----
	687.3	542.4
	-----	-----

15 Creditors: due within one year

	2022	2021
	£000	£000
Trade creditors	214.5	138.9
Accruals and deferred income	164.7	272.1
Taxation and social security	114.4	119.3
Other creditors	14.4	16.1
	-----	-----
	508.0	546.4
	-----	-----

Deferred income:

	2022	2021
	£000	£000
Balance b/fwd	171.5	17.1
Released in year	(171.5)	(17.1)
Deferred in year	75.3	171.5
	-----	-----
Balance c/fwd	75.3	171.5
	-----	-----

16 General reserves

	2022			
	Brought forward	Income	Expenditure	Carried forward
	£000	£000	£000	£000
General reserve	836.5	3,572.7	3,753.7	655.5
	-----	-----	-----	-----
	2021			
	Brought forward	Income	Expenditure	Carried forward
	£000	£000	£000	£000
General reserve	828.5	3,230.0	3,222.0	836.5
	-----	-----	-----	-----

17 Analysis of movements in restricted funds

	Brought forward £000	Income £000	2022 Expenditure £000	Carried forward £000
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	7.9	48.3	42.9	13.3
Norfolk young and young adult carers* - for carers aged up to 18 years	-	7.5	7.5	-
Norfolk Young Carers Forum - to give young carers a voice	-	7.5	7.5	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	9.9	5.8	4.1
Big Lottery Reaching Communities - community based projects supporting carers	-	81.0	47.0	34.0
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	-	718.8	484.2	234.6
	7.9	873.0	594.9	286.0

* also funded by unrestricted funds

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

17 Analysis of movements in restricted funds (continued)

	Brought forward £000	Income £000	2021 Expenditure £000	Carried forward £000
Cambs and Peterborough young and young adult carers* - for carers aged up to 26 years	-	108.6	100.7	7.9
Norfolk young and young adult carers* - for carers aged up to 18 years	-	43.4	43.4	-
Norfolk Young Carers Forum - to give young carers a voice	-	43.4	43.4	-
Cambridgeshire Community Foundation - to provide innovative community-based projects for adult carers	-	41.9	41.9	-
Big Lottery Reaching Communities - community based projects supporting carers	-	64.1	64.1	-
Cambridgeshire and Norfolk support for adult carers including hubs and clubs - for carers and dependants including those with dementia giving breaks, support, information advice and guidance	1.9	458.5	460.4	-
	1.9	759.9	753.9	7.9

* also funded by unrestricted funds

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

18 Other commitments

At 31 March 2022 the charity had total commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2022	2021
	£000	£000
Expiry date:		
In less than one year	89.9	51.7
Between one and five years	172.6	-
In over five years	-	-
	-----	-----
	262.5	51.7
	-----	-----
	Equipment	
	2022	2021
	£000	£000
Expiry date:		
In less than one year	20.0	41.0
Between one and five years	-	20.7
In over five years	-	-
	-----	-----
	20.0	61.7
	-----	-----

This will be funded by existing contracts and income streams.

The lease on the St Ives premises expires in November 2024.

19 Analysis of net assets between funds

	2022		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	106.2	-	106.2
Cash at bank and in hand	370.0	286.0	656.0
Other net current assets	179.3	-	179.3
	-----	-----	-----
	655.5	286.0	941.5
	-----	-----	-----

	2021		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	36.2	-	36.2
Cash at bank and in hand	814.3	7.9	822.2
Other net current assets	(14.0)	-	(14.0)
	-----	-----	-----
	836.5	7.9	844.4
	-----	-----	-----

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

	2022	2021
	£000	£000
Net movement in funds	97.1	14.0
Adjustment for:		
Depreciation charge	19.0	5.2
Profit on sale of fixed assets	(14.3)	-
Interest from dividends, interest and rents from investments	(1.4)	(1.6)
(Increase) in debtors	(144.9)	(131.7)
(Decrease)/increase in creditors	(48.4)	294.6
	-----	-----
Net cash (used in)/provided by operating activities	(92.9)	180.5
	-----	-----

21 Analysis of changes in net debt - current year

	31 March 2021	Cash flow	Other non cash changes	31 March 2022
	£000	£000	£000	£000
Cash at bank and in hand	822.2	(166.2)	-	656.0
	31 March 2020	Cash flow	Other non cash changes	31 March 2021
	£000	£000	£000	£000
Cash at bank and in hand	681.5	140.7	-	822.2

22 Related party transactions

There are no related party transactions in this or the prior financial year (2021: none).

23 Prior year statement of financial activities

	Unrestricted Funds £000	2021 Restricted Funds £000	Total Funds £000
Donations and legacies			
Donations and legacies	68.6	7.7	76.3
Grants receivable	10.6	752.2	762.8
Income from charitable activities:			
Care fees and contracts	3,024.6	-	3,024.6
Other charitable income	19.6	-	19.6
Investment income	1.6	-	1.6
Other income	105.0	-	105.0
Total income	3,230.0	759.9	3,989.9
Expenditure			
Costs of raising funds	89.9	-	89.9
Expenditure on charitable activities	3,132.1	753.9	3,886.0
Total expenditure	3,222.0	753.9	3,975.9
Net income /(expenditure) before transfers	8.0	6.0	14.0
Net movement in funds for the year	8.0	6.0	14.0
Reconciliation of funds			
Total funds brought forward	828.5	1.9	830.4
Total funds carried forward	836.5	7.9	844.4

Legal and administrative details

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

Our advisors

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

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and senior leadership team serving during the year and since the year end were as follows:

Trustees

Stuart Evans (chair)	August 2017
Alison Griffiths (honorary treasurer)	June 2016
Mandy Hill	September 2021
David Hipple	February 2017
Matthew Lester	June 2016
Christy O'Connell	September 2021
Donna Talbot	June 2021
Howard Tidman	September 2021
Christina Wells	February 2016

Appointed

• Senior leadership team

• Chief executive	Miriam Martin
• Deputy chief executive (resigned Sep 2022)	Melanie Gray
• Director of finance and resources (resigned Jun 2022)	Robert Keegan
• Interim director of finance and resources (appointed Jul 2022)	Virginia Grace
• Director of finance and resources (appointed Oct 2022)	Neil Portor
• Director of operations/registered manager	Sarah Harvey
• Head of care (appointed Sept 2022)	Lisa Downs
• Head of people (resigned Oct 2021)	Anna Bainbridge
• Head of people (appointed Dec 2021, resigned May 2022)	Liz Elstub
• Head of people (appointed Sep 2022)	Natalie Chandler
• Head of fundraising and engagement (resigned Sep 2021)	Hannah Crouch
• Head of engagement	Andy McGowan
• Head of fundraising (appointed Feb 2022)	Zoe Bunter
• Digital transformation manager	John Platten

Our trustees

Our current trustees at time of publication



Stuart Evans - chair of trustees

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



Alison Griffiths – honorary treasurer

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



David Hipple

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



Christy O'Connell

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



Howard Tidman

Howard is a registered psychiatric nurse with 11 years' experience of supporting carers within the Norfolk and Suffolk NHS Foundation Trust.



Mandy Hill

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



Matthew Lester

Matthew is a director of Sunday Times and ESTA Gold Award winning Maxine Lester Residential Lettings and Property Management. He spent ten years as operations director for the Papworth Trust where he was responsible for service delivery by 200 staff.



Donna Talbot

As communications and income generation director at Arthur Rank Hospice, Donna has extensive experience in generating voluntary income from a variety of sources.



Christina Wells

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

Our senior leadership team

Our current team at time of publication



Miriam Martin – chief executive

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



Sarah Harvey – director of operations/registered manager for care

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



Zoe Bunter - head of fundraising

Zoe joined Caring Together in February 2022 having worked as a charity fundraiser for over 20 years. She has worked in both large national charities and smaller local organisations, raising essential funding for their work.



Andy McGowan - head of engagement

Andy has over 15 years' experience of carers' policy, awareness-raising and participation on a local and national level and was part of the national campaign to introduce legal rights for young carers.



Neil Portor - director of finance and resources

Neil joined Caring Together in October 2022. He is a qualified accountant with experience working in an executive role and reporting at board level within the charity sector, having worked at YMCA for over 25 years.



Lisa Downs – head of care

Lisa joined Caring Together in September 2022 having worked in various roles in social care sector for many years. She began her journey in care as a coordinator and became a registered manager in 2016. After a short tenure working in bids and contracts, she realised her passion lies closer to the frontline of the industry.



Natalie Chandler - head of people

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



John Platten - digital transformation manager

John has a broad experience of delivering customer-centred digital services with a focus on user experience and change management in the academic, local government and property sectors.



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Caring Together Charity
Charity Registration Number 1091522
Company Registration Number 4379948



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