

Trustees' annual  
report 2018/19

# The time for change

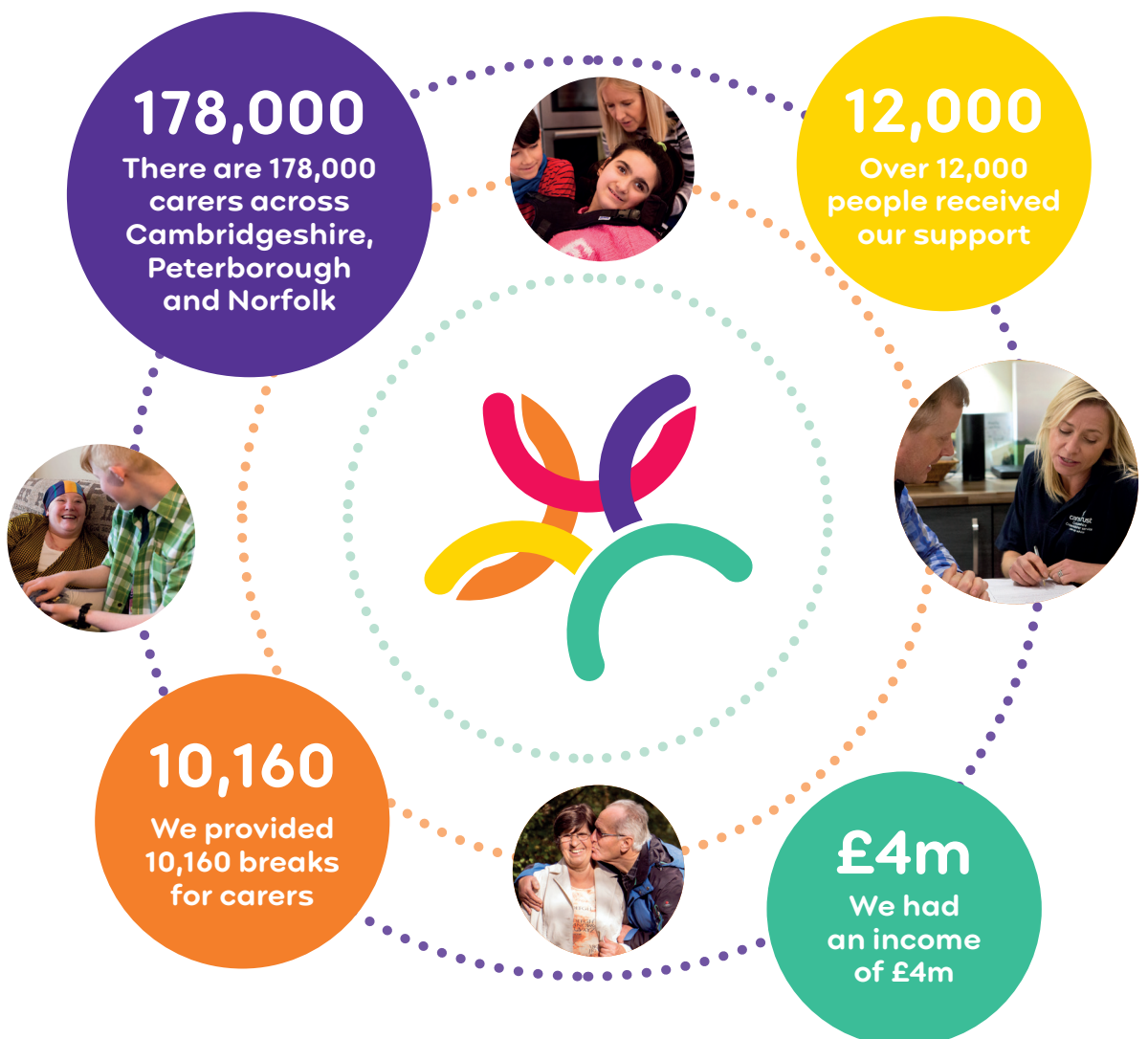


Caring Together Charity  
Charity Registration Number 1091522  
Company Registration Number 4379948

 **Caring  
Together**  
so that carers have choices

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## Why we are here

### John's story

**John has just turned 40. He has a lovely wife, Anna, and three young children. He lives in the city where he grew up and where his elderly parents still live. Anna's parents live a two hours' drive away and as they are both still working, the family don't get together too often. John and Anna have a lot of friends nearby.**

John is an IT freelancer and is based at home. He loves cycling and enjoys watching sport on TV, especially football. Life is good.

John's world starts to crumble. His beloved wife, Anna, is diagnosed with a terminal illness; it felt to John as if his world was falling apart. As John works from home he counted himself lucky that he is there to look after everyone. He cares for Anna, he runs the household and makes sure the children get to school in clean uniforms with healthy packed lunches. He makes sure they do their reading at nights and he tries to make sure that they get some time out of the house at weekends. Money is tight but it's not really a problem.

A bigger problem is that his parents are beginning to struggle on their own. They are fiercely hanging on to their independence and refuse to accept help from anyone. John struggles to find the energy to challenge them about this.

John has no time to think about himself. If he did, he might cry and that's not what men in John's family do. He hasn't really told anyone how he feels about everything. He constantly reassures Anna and tells her and the children how much he loves them. He and Anna have agreed that the children's memories of their Mummy must be happy. They are both going

out of their way to make sure that this happens. And all of the time, John's heart is breaking.

John and Anna haven't really thought about things like power of attorney or whether there is anyone out there who can help them. They have talked to the children's school. Although the teachers at the school try their best, they don't really have much experience of this kind of thing. They try to be as understanding as they can be. John always tells his friends they are coping. They are. But John feels like a swan, madly paddling underneath the water to keep moving. Even though John has so many friends, he is lonely. Sometimes he feels like he is drowning. Sometimes he feels overwhelmed. Sometimes he feels lost in dark woods.

John is a carer.

**Throughout our annual report we share with you how we helped John and thousands like him to make caring easier.**

## Introduction from chair of trustees and chief executive

**Welcome to the annual report of Caring Together for 2018/19. Caring Together is the new name for Carers Trust Cambridgeshire, Peterborough, Norfolk. Thank you for taking the time to find out more about our work.**

'Being a carer is really hard.' That's what we are told by the many carers our organisation has supported over the last year. Three out of five of us will become a carer at some point in our lives. This means that by 2030 there will be 264,000 people with a caring role across Cambridgeshire, Peterborough and Norfolk. Being a carer often results in poor physical and mental health, needing to give up work and causes young carers to do less well at school. That's why our new strategy sets out what we intend to do to 'make caring easier' and focusses on delivering the best possible services for carers and those they look after over the coming years.

In 2018/19 we set a budget anticipating a small deficit, recognising that we needed to invest in key elements of our operation to reach more carers and reach them earlier to prevent stress, crisis and breakdown. Through making a number of improvements to internal systems and structures we have been able to generate a surplus, making it possible to bring forward work on the development of a new brand, the creation of a digital transformation plan and invest in our staff team; all designed to enable us to reach more carers in the years to come, especially those who don't yet know we are here for them.

2019/20 will be a year of big change for us as we roll out our new brand, implement the first tranche of our digital transformation plan and aim to become a Living Wage employer

as defined by the Living Wage Foundation, rather than meeting the Government's minimum wage thresholds. We will work with the joint local authorities of Peterborough and Cambridgeshire, Norfolk County Council and Clinical Commissioning Groups (CCGs) across our region to deliver first class commissioned services to carers as well as growing our fundraised income to increase our charitable activities.

Our annual report gives us the opportunity to thank the many people and organisations who make our work possible. We are fortunate to have a loyal and dedicated team of staff and volunteers, many of whom juggle work with caring responsibilities. Our thanks go to all of them.



**Stuart Evans**  
Chair of trustees



**Miriam Martin**  
Chief executive

## About us

**We are Caring Together. We are a regional charity who provide information and advice, run services in our local communities and campaign so that carers have choices.**

In the year ended 31 March 2019 we launched 'Making Caring Easier,' our new strategy dedicated to reaching and supporting more carers through growth, focus and excellence. In order to achieve this, we recognised the need to re-develop our brand. Over the last 30 years the charity has grown out of collaboration. Charities coming together to reach more carers. It's a history we're proud of. However, every time a new charity joined us, our name grew longer. We ended up with a very confusing identity. It was difficult to say and very easy for people to confuse us with others.

At this point in our history, when the number of carers in our local communities is growing so quickly, we wanted an identity that we could call our own and that represented our ambitions for the future. One that is really clear and unambiguous so that we can be clear and unambiguous in the support we can offer to carers.

It was agreed by our trustees that in 2019/20 we would change our trading and company name. On 16 August 2019 the registered company name was changed to "Caring Together Charity".

### Our charitable purpose is:

The provision of comprehensive support services for carers and people with care needs in the East of England

.....  
The assistance of carers in need including by raising awareness of issues affecting carers.

**We have implemented several improvement initiatives to ensure we deliver our strategic goals and build solid foundations for success in the coming years.**

## Our time for change

### Our story

Throughout our history, our organisation has grown out of collaboration. Charities coming together to reach more carers and be more efficient. It's a history we are proud of.

### Our ambition

Our ambition is that carers know where to go for advice before, during and after their caring role and get the practical support that matters.

# Toge

The logo for Caring Together is a circular emblem. Inside the circle, there are five stylized, overlapping leaf-like shapes. Each shape is a different color: yellow, orange, red, purple, and green. They are arranged in a circular pattern, with each leaf pointing towards the center, creating a sense of unity and growth.

### Our new name

We chose Caring Together because of our history of collaborating but also because we bring carers together – together with information and advice, together with services that help and together with each other.



## Our purpose

Our new strapline summarises our purpose. We provide information, services and campaign 'so that carers have choices'.

# together

## Our new logo

Our logo combines different 'C shapes' to illustrate caring together and depict the many different services we offer as a charity.



## Our main achievements were:

### 1. Supporting carers

#### Focussing our services in four key areas



##### Awareness

Because at some point in all our lives we will be either a carer or the person being cared for. We all need to understand what that means to ensure greater support is more readily available in our communities, in schools and in work.

- 150 carer awareness sessions delivered to schools, employers, healthcare professionals and in the local community.

##### Information and advice



So that carers have easy access to the financial and practical help they are entitled to and have someone to listen to them.

- 12,000 individuals were supported
- 84 carers received emotional support through the listening ear service.



##### Breaks from caring

Because breaks can prevent carer stress, crisis and breakdown.

- 98,000 homecare hours delivered
- 752 family carers' prescriptions prescribed from over 100 GP practices
- 500 carers attended Family Carer Hubs
- 516 people avoided admission to hospital
- 179 individuals avoided the need for permanent care.



##### Emergency planning

So carers have the comfort of knowing who will be there when they can't be to stop an emergency becoming a crisis.

- Nearly 4000 emergency plans now registered with us
- 512 emergency care hours delivered.



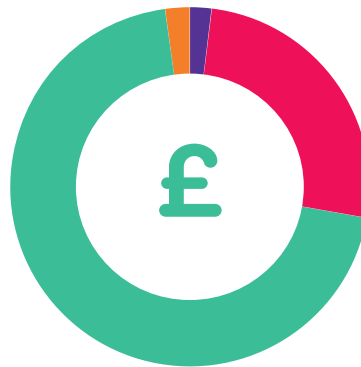
## 2. Improved financial performance

We started the year having set a budget anticipating a small deficit to enable us to invest in our workforce, grow fundraising income and increase visibility and support for carers. Our income for the year was £3.862m (2018 £3.986m). With a greater focus on internal structures, processes and cost controls we generated a surplus of £162K (2018 deficit of £103K).

Our resulting reserves at the year end were £879K (2018 £717K) equivalent to approximately three months' running costs as we move into 2019/20.

This modest growth in our reserves means that we are now in a stronger financial position to invest in activities that will deliver our strategic goals in the years ahead and to weather the continuing challenges we face in delivering services commissioned by local authorities and Clinical Commissioning Groups (CCGs).

### We raised £3.9m income through:



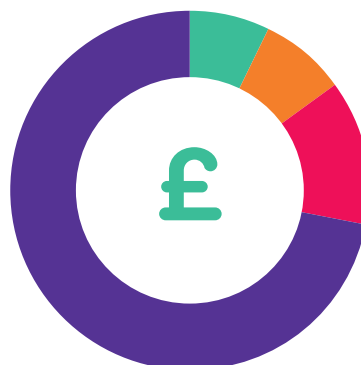
70% care fees and contracts

26% grants receivable

2% donations and legacies

2% other income

### We spent £3.7m on:



72% care and carer breaks

13% carer support

8% fundraising costs and raising awareness

7% emergency care and hospital discharge

### June's story



I'm not sure I could have gone on for much longer if I had not talked to Anna. With her support I completed a What If? Plan to prepare ahead for an emergency and had a Carers' Assessment which enabled me to have a £250 personal budget to spend on my health and wellbeing. I am going to enrol in Pilates because I slipped a disc last year and have an arthritic knee. I have been told that Pilates will help with those and help relax me too. Anna has also given me lots of emotional advice about not feeling guilty because I couldn't cope. She was a godsend.



### 3. Becoming a better employer

**It is well documented that there are considerable challenges to the recruitment and retention of roles in social care, particularly in homecare. We are affected by this and have therefore implemented the first of many steps to increase the appeal of a career in this field through improving pay rates and benefits for staff.**

However, we recognise that it will take time for the positive impact of such changes to be felt. Our own staff turnover rates were high in the year, although lower than national averages, resulting in us not being able to deliver as many services and therefore generate as much income as we would have liked. At the end of the year we employed just under 200 people with 150 colleagues working flexible, part-time hours.

We completed a reorganisation of our teams in the summer of 2018 to bring greater clarity to roles, increase capacity and prepare for growth. Running alongside this we have introduced a new career development programme for managers and those who aspire to be our managers of the future.

A new staff forum (The Forum) was established to improve engagement with our colleagues and provide a mechanism for them to help shape the future of the organisation by using their experiences to influence operational and strategic decision making. During the last year The Forum has been involved in shaping improvements to terms and conditions of employment, led our annual staff survey and reviewed people related policies.

We were pleased with the improvement in these areas but know we have more to do in the years ahead, particularly to increase the quality of our engagement with members of staff who are based in the community and away from our head office.



**200  
employed  
staff**

Dedicated volunteers once again made a valuable contribution to our work (2,255 hours) during the year. This includes supporting events, carer hubs, delivering the listening ear project and delivering Carer Awareness sessions in the community.

We were not able to progress our ideas for increasing volunteering during the year but have included this ambition in our future plans and allocated specific resource to making it a success.

#### Our staff

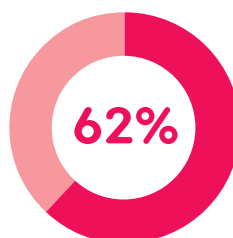
**27%**



**73.5%**

**Caring Together homecare workers who left us within two years of starting 27% vs national average 73.5%**

(National averages obtained from the National Care Forum Survey)



**62% of staff feel proud to work for Caring Together (2018 – 48%)**

## 4. Greater operational delivery and efficiency

**We have continued to successfully deliver against a range of contracts for carer and homecare services across the region. The quality of our delivery has enabled us to maintain strong relationships with commissioners and funders.**

As a result, we have been able to continue delivery of the Family Carers' Prescription funded by Cambridgeshire and Peterborough Clinical Commissioning Group; extend our services at Queen Elizabeth Hospital in Kings Lynn and Addenbrooke's in Cambridge (to support people to leave hospital in a timely way, and prevent avoidable hospital admissions) and secure new grants to grow our work with young carers.

Our operations are supported by a number of IT systems often reinforced by manual processes which don't support our ambition to deliver exceptional services to our customers. This means we are inefficient in certain areas and presents barriers to delivering an exceptional service to our customers. In response to this we engaged a consultant to work with us to design a digital transformation plan. This has been completed and sets out detailed steps to bring in new joined up systems to achieve an improved experience for all our stakeholders.

We continued to deliver statutory Carer's Assessments on behalf of Cambridgeshire County Council throughout the year, securing much needed services and support for 500 carers. As of 1 April 2019 we transferred this service back to the council so that they could bring all statutory assessment processes under their remit. Three members of our staff transferred under TUPE.

**98%**

of carers said their experience of the carers' assessment was a positive one



**100%**

of homecare customers say they were treated with dignity

**92%**

of customers would recommend us

**Excellence is a pillar of our new strategy and we aim to ensure that customers are satisfied with the services and support we offer.**



## 5. Strengthened leadership and management

**Our organisation is led by a board of trustees, chaired by Stuart Evans who was appointed in 2017. We were delighted to welcome Mike Passfield and Ben Walsh as new members of the board during the year bringing with them knowledge and experience of working with young people and commissioning in the education and health fields.**

### The board

Profiles of trustees and the senior management team, our key management personnel, can be found on page 40.

The board is supported by two formal sub-committees:

- Finance and Audit Committee (chaired by Alison Griffiths) whose purpose is to ensure adequacy of financial management, control and associated assurance within the charity.
- Quality and Service Delivery Committee (chaired by Christina Wells) whose purpose is to ensure operational activity is aligned to strategic goals, delivers high standards of service and is compliant with service related regulated activity.

Both committees review their terms of reference annually and report their activity at board meetings.

During the year trustees also participated in project groups that were established to support the management team through the rebranding work and development of the digital strategy and roadmap.

Ann Braithwaite and Wayne Weedon retired from our board in May 2019 after many years' service. Trustees would like to publicly acknowledge their gratitude for the contribution they have both made to the charity.

As established good practice and knowing that we needed to recruit new trustees, the board carried out a review of their effectiveness at the end of the

year. This was based on the Charity Governance Code supported and endorsed by the Charity Commission. Four main actions resulted from the review:



To fill skills and experience gaps of Digital and Fundraising and Marketing



To increase the diversity of the board



To increase communications from the board to stakeholders



To develop a method of measuring impact.

A recruitment drive for new trustees will commence in September 2019 through which we will seek to recruit board members who bring the skills, knowledge and experience we need. We genuinely want to increase the diversity on our board, recognising the value this will bring to our future work. Our recruitment campaign will seek to reach into communities that better reflect the carers that we support.

The executive team is led by the chief executive, Miriam Martin, and comprises a deputy chief executive responsible for business development and commissioning and a director of finance and resources. The executive team all attend board meetings.

A new management structure was implemented during the year bringing on board a head of fundraising and engagement, head of services and head of people. This completes the senior management team.

## 6. Improving quality, compliance and governance

**During 2019 we have introduced new ways of managing risk, reporting incidents and ensuring compliance of our activities with relevant regulators.**

We started the year with key risks in the areas of corporate governance, finance, people, systems and competition. The actions we have taken during the year have reduced the likelihood of those risks crystallising.

The board have overall responsibility for reviewing the risk register with the senior management team having responsibility for implementing mitigating actions and regular reporting. Certain risks are allocated for review by the board sub-committees. The board receive a quarterly risk review at its meetings and an annual report providing a summary of risk movement and actions taken during the year.

### The key risks for the organisation going forward remain

**Income** – maintaining current levels of contract income, growing fundraised income and ensuring we have the staff capacity to deliver against a growing demand for homecare services. Failure to achieve this will impact on our ability to deliver against the digital transformation plan, improve terms and conditions of employment and expand our charitable activity. Mitigations include sound financial planning and reporting, investing in building relationships with funders and donors and delivering excellent services.

**People** – recruiting and retaining the highest quality homecare staff. Failure to recruit and retain staff impacts on our ability to deliver services and respond to growing demand for carer support and homecare. Mitigations include taking action to become a better employer and increasing our brand visibility.

**Systems** – rolling out the new systems identified as part of our digital roadmap. Failure to achieve this will result in a poor customer experience and inefficient working practices. To mitigate against this we are appointing a digital transformation manager to lead on a programme of

implementation which will include training and internal communications.

The quality of our homecare services is of paramount importance to us. We were pleased to obtain a 'Good' rating from CQC in respect of our homecare services in Cambridgeshire and Peterborough; our goal now is to achieve 'Outstanding' and this forms part of our strategy.

We have reviewed and implemented a new, simpler incident reporting process to not only support the creation of a more open culture of reporting issues and concerns, but to also ensure that our teams are focussed on delivering 'safe' services for our customers and also themselves.

**Our new system ensures that we are informed of incidents that have caused harm and can seek assurance that we are learning from these and that the appropriate regulators are informed.**



## Looking forward to 2019/20

**The coming year will be one of big changes for our organisation. All positive and all geared towards the achievement of our strategic goals.**

**Growth  
reaching more  
people**

**Excellence  
being the best  
we can**

**Focus  
growing our  
core services**

**To ensure carers achieve the outcomes  
they tell us they need:**

- More time for themselves
- Easy access to entitlements and support
- Increased confidence to carry out their caring role
- The ability to stay in or gain education, training and work
- To be able to manage at home and stay in their caring role
- To feel heard and understood.

**We will measure our success by the  
achievement of these outcomes for carers.**

**Essential to achieving these outcomes are eight goals which are articulated in our strategy and business plan.**

### **1 Delivery of consistent and high quality services**

We will continue to deliver our core activities of information and advice, emergency planning, carer breaks and awareness raising. We will maintain our services to carers to help improve their knowledge and skills, and listen when they need someone to talk to. Our digital programme will help us ensure these services are consistent regardless of channel and focussed on delivering an exceptional experience and range of solutions for our customers. We wish to achieve an external quality mark to benchmark ourselves against so that we may continue to learn and grow. We recognise the decline of public trust in charities but seek to demonstrate that we are an organisation that is of value and worthy of support.

### **2 Winning and successfully delivering the new joint authority all age carers contract**

We have been preparing ourselves and working with partners in readiness for the commissioning of the new joint authority all age carer contract due to be awarded in the coming year.

### **3 Improvements to terms and conditions of employment**

We aspire to be an employer of choice and seek to make a career in social care attractive. We will take further steps this year to improve our terms and conditions of employment and aim to become a real Living Wage employer by the end of the year. We will continue to improve access to learning and development for all our staff and look at what we need to do to improve our working practices to create an environment that promotes and supports the positive health and wellbeing of all our employees, particularly those who also fulfil a caring role.

- 
- 4 Increasing volunteer hours by 100% year on year**
- We will increase our volunteer base through the design of specific 'volunteer led' services, especially those which provide opportunities for former carers to support others currently in a caring role.
- 
- 5 Achieving growth in fundraised income to £450k per year**
- Our fundraising and engagement team will grow and bring in new income. This will enable us to deliver services beyond those which are commissioned (and thus often geographically-limited).
- 
- 6 Conclusion of the branding work and launching our new identity**
- Driven by the launch of our new brand we aim to raise awareness of carers and extend our reach to those who don't yet know we are here to support them.
- 
- 7 Implementation of the agreed digital roadmap**
- We will start the implementation of our digital plan, appointing an experienced digital transformation manager to lead this work. We are ambitious and aim to roll out new systems for relationship management, homecare rostering and people management during the coming year. Our staff will benefit from the creation of a new intranet and we will pilot the use of apps to solicit feedback on our services from customers.
- 
- 8 Achievement of CQC 'Outstanding' for our regulated services**
- We were pleased with our CQC rating of 'Good' during 2018/19 but aspire to be better. We believe that anyone in need of social care support should be assured of exceptional standards of work practice. We want to achieve 'Outstanding' and will work towards that over the coming months and years.
- 

## Your Support

A donation of:

**£20**

will enable a young carer to take part in an activity during the school holiday, such as bowling or trampolining.

**£75**

will provide training for a volunteer who can then support more than 70 carers each year to provide a much needed listening ear.

**£175**

would give a day's respite care to enable a carer to have a much needed break.

**£400**

would fund a day club for a day to support up to 10 people.



## 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 2015).**

Overall the charity delivered a net surplus of £162k in the financial year to 31 March 2019 compared to a deficit of £103k in the previous year. The 2018/19 plans were for a budgeted deficit. Although income was below target the shortfall in income was outweighed by reduced expenditure. Expenditure was reduced through proactive cost control, renegotiation of purchase contracts, and unexpected staff vacancies.

During the year we sought advice from HMRC on the VAT status of some of our income sources. The outcome was that two of our contracts were classified as grants and that our Carers Contract with Cambridgeshire County Council should be subject to VAT. Following HMRC advice we have retrospectively registered for VAT. This resulted in us being required to charge VAT for prior years' invoices, which we have been able to recover from our customers, so there is no impact to the organisation. We have also been able to recover £46k VAT on some of our costs. No penalties or interest have been incurred in this process.

### Income

As a result of the VAT determination by HMRC £685k (£682k 2018) of contract income was reclassified as grants. Grant income is not subject to VAT. Our income decreased from last year by £124k (3.1%) to £3,862k. Care fees and contracts are our main sources of income:

Care fees and contracts relate to CQC regulated services and provision of carers support, which included our contract as a strategic partner with Cambridgeshire County Council for statutory carers' assessments. Care fees and contract income decreased by £207k to £2,696k.

Grants, donations and legacies are our other sources of charitable income. Grants income has increased by £30k with grants for core costs from BBC Children in Need and grants for one off projects to support carers of all ages and young carers. Donations and legacies have also increased by £30k. The increase was mostly owing to a £15k legacy. Donations and grants were spent on the charitable purposes for which they were given. Other charitable income line increased by £48k. This is mainly as a result of VAT recovery.

The other income and investment has reduced by £25k from 2018. The largest element of 2018 was a one off receipt from the liquidator relating to Crossroads Care East Anglia.

### Expenditure

Our expenditure also decreased this year compared to the previous year – our total expenditure decreased from last year by £406k (9.5%) to £3,863k, which reflects the reduction in the cost of delivery for CQC-related care support services and salaried staff vacancies. Also, last year staff exit costs were significantly higher.

Support costs decreased due to vacancies during the period whilst overall Governance Costs increased mostly for compliance and GDPR.

### Funds and reserves

In 2019 we delivered a surplus of £162k, increasing our total reserves to £879k. Restricted reserves increased by £3k for support of carers in Norfolk. There were no restricted reserves brought forward from 2018. This leaves unrestricted reserves of £876k. Note 15 to the financial statements details the use of restricted funds received during the year. Debtors and Creditors increased mainly as a result of a large retrospective VAT liability of £606k and a debtor for a reclaim of VAT of £652k. This would give an underlying decrease in debtors and creditors which is owing to the decline in care services income and timing of invoices.

### Fundraising

During the reporting period, Caring Together's fundraising cost and effort was focussed on grant applications. The majority of donations were offered to the charity voluntarily without us approaching the donor.

From April 2018 until December 2018 Caring Together engaged one part-time external consultant to manage grant applications. In March 2019 a part-time member of staff was appointed to manage grant applications. All applications for funds are reviewed and signed off by the executive team before applications are submitted.

Caring Together is committed to following fundraising guidelines and best practice and all donations received are used for charitable purposes. We follow regulations relating to privacy and data protection in all matters, including fundraising. We have a complaints policy and procedure. Caring Together has not received any complaints in respect of fundraising during the fundraising period.

It is our intention to register with the Fundraising Regulator in 2019/20.

### 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 2019 our reserves are as follows:

	Current Year £	Previous Year £
<b>Unrestricted Funds</b>	876	718
<b>Restricted – Norfolk Carers</b>	3	0
<b>Total Funds</b>	879	718
<b>Average monthly operating costs</b>	322	334
<b>No of months operating costs held as reserves</b>	2.73	2.15

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 intend to maintain our reserves at a level which is set to be in the range of 2 to 2.25 months of operating costs. This would allow the charity to continue its current operations

and give time to plan in the event of operational difficulties. It also allows for the funding of projects referred to in this report, including the development of the fundraising activity, the rebranding exercise, and the improvement of staff terms and conditions, including achieving a Living Wage. It further allows for the funding of any one off, unexpected payments.

Whilst the level of reserves is slightly higher than the range set by the trustees, the trustees consider that the level of unrestricted reserves, £876k as at 31 March 2019, is acceptable. This higher level of reserves means we are now able to make investments in essential strategic projects.

### Investment policy

The trustees, having regard to the liquidity requirements of operating the company, have set a policy to keep funds available in a current account and an interest-bearing deposit account. The invested funds are held on 90 day deposit and achieved an average rate of 0.87% against the closing retail price index of 3.1%. 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

The organisation is a charitable company limited by guarantee. The founder charity began in April 1985 and the organisation was registered as a charity on 8 September 1992. It was incorporated on 22 February 2002. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 while they are members, or within one year after they cease to be members, for payment of debts and liabilities contracted before they ceased to be members. Caring Together Charity ("Caring Together") is governed by our latest Articles of Association and Memorandum dated 26 September 2018.

## The board

### Appointment of trustees

The board of trustees comprises of a minimum of three trustees and a maximum of twelve. Trustees serve an initial term of three years that can be extended up to a maximum of three terms.

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

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 visit the charity and meet 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 management 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 management team. The chief executive is responsible for ensuring the delivery of the business plan and that key performance indicators are met.

### Related parties 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. Part of our relationship with Carers Trust includes us signing up to their policy framework. All policies and procedures are adopted by our board of trustees.

We are also a member of Carers UK.

We seek to work in partnership with local charities so that we can reach and support more carers. We are members of local community organisations, and also members of Cambridgeshire's Health and Wellbeing Network, Peterborough Plus Voluntary Community and Social Enterprise (VCSE) consortium.

## Management

### Pay policy for senior staff

The key management personnel of the charity are the board of trustees and the senior leadership team, as listed on page 40. All trustees give of their time freely and none received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 9 to the accounts.

The company has an agreed remuneration policy. Salaries for the executive 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 executive 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 trustee 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 charity trustees to prepare financial statements for each year which 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 charity for that period. In preparing the 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
- 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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  
13 September 2019**

A handwritten signature in black ink, appearing to read 'Stuart Evans', with a long horizontal line extending from the end of the signature.

**Stuart Evans  
Chair of trustees**



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

## Opinion

We have audited the financial statements of Caring Together Charity (the 'charitable company') for the year ended 31 March 2019 which comprise the statement of income and expenditure, the balance sheet the statement of cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)*.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019, 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

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

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

## Other information

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

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

We have nothing to report in this regard.

## Opinions 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 has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

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

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 accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 19), 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.

## Auditor's 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## 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 as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson FCA DChA  
(Senior Statutory Auditor)

18 September 2019

For and on behalf of Price Bailey LLP  
Tennyson House, Cambridge Business Park,  
Cambridge CB4 0WZ



## Financial statements for the year ended 31 March 2019

## Statement of financial activities (including income and expenditure account)

Income	Notes	Unrestricted funds £000	2019 Restricted funds £000	Total funds £000	2018 Total funds £000
Donations & legacies	2	61.5	21.8	83.3	53.3
Income from charitable activities:	3				
Grants receivable	4	-	1,003.0	1,003.0	291.0
Care fees and contracts		2,696.3	-	2,696.3	3,565.7
Other charitable income	5	77.3	-	77.3	29.4
Investment income		2.2	-	2.2	2.9
Other		0.2	-	0.2	24.0
Total income		2,837.5	1,024.8	3,862.3	3,986.2
Expenditure					
Costs of raising funds		16.4	-	16.4	27.1
Expenditure on charitable activities		2,662.3	1,021.9	3,684.2	4,062.5
Total expenditure	6	2,678.7	1,021.9	3,700.6	4,089.6
<b>Net income/(expenditure) before transfers</b>		158.8	2.9	161.7	(103.4)
Transfer between funds	15	-	-	-	-
<b>Net movement in funds for the year</b>	19	158.8	2.9	161.7	(103.4)
<b>Reconciliation of funds</b>					
Total funds brought forward		717.5	-	717.5	820.9
<b>Total funds carried forward</b>	18	876.3	2.9	879.2	717.5

note 21

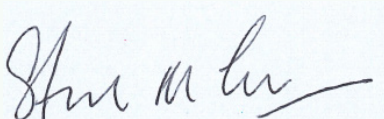
There were no recognised gains or losses for 2019 or 2018 other than those included in the statement of financial activities. All activities are continuing.

## Balance sheet

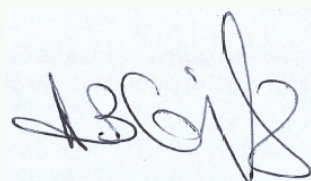
	Notes	2019 £000	2018 £000
<b>Fixed assets</b>			
Tangible assets	11	-	-
<b>Current assets</b>			
Debtors	12	1,222.0	777.6
Cash at bank and in hand		696.1	621.8
Total current assets		1,918.1	1,399.4
<b>Liabilities</b>			
Creditors falling due within one year	13	1,028.9	666.9
Provision for dilapidations		10.0	15.0
<b>Net current assets</b>		879.2	717.5
<b>Net assets</b>		879.2	717.5
<b>The funds of the charity</b>			
Unrestricted funds	14	876.3	717.5
Restricted funds	15	2.9	-
Total charity funds		879.2	717.5

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

and signed on their behalf by



Stuart Evans  
(Chair)  
13 September 2019



Alison Griffiths  
(Honorary treasurer)  
13 September 2019

## Statement of cash flows

		2019	2018
	Notes	£000	£000
<b>Cash provided by/(used in) operating activities</b>	19	<b>72.1</b>	<b>(43.6)</b>
<b>Cash flows from investing activities</b>			
Interest income		2.2	2.9
Cash provided by/(used in) investing activities		2.2	2.9
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<b>74.3</b>	<b>(40.7)</b>
Cash and cash equivalents at the beginning of the year		621.8	662.5
<b>Total cash and cash equivalents at the end of the year</b>		<b>696.1</b>	<b>621.8</b>

## Notes to the accounts

### 1 Accounting policies

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

#### (a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015 (Charities SORP (FRS 102)), and the Companies Act 2006.

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).

#### (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 trustees believe there are no material uncertainties about the charity's ability to continue as a going concern, and have 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) Income and expenditure analysis (notes 3 and 6)**

For the year ended 31 March 2019 the categorisation of our activities has been updated. The overall nature of what we do has not changed. The headings in note 6 better reflect the activities we undertake to deliver our outcomes and how the funds are used. The prior year has been restated for comparison purposes. The overall total for the prior year remains the same.

**(e) Donated services and facilities**

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 (FRS102). Our general volunteer time is not recognised financially. Please refer to the trustees' annual report at pages 3-19 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.

**(f) 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.

**(g) 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.

**(h) 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 pub quizzes, cake sales 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, which arises on costs relating to non-VATable income, is charged as a cost against the activity for which the expenditure was incurred.

**(i) 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 cost of raising funds and expenditure on charitable activities.

The bases on which support costs have been allocated are set out in note 7.

**(j) 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.

**(k) Depreciation**

Individual tangible fixed assets costing £1,000 or more are capitalised at cost. 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%
Motor vehicles	25%

**(l) 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.

**(m) 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.

**(n) Creditors and provisions**

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

**(o) Pensions**

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

The charity also makes defined contributions for one member of staff who was transferred to us under TUPE from Cambridgeshire County Council (CCC). They remain a member 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.

**(p) Financial instruments**

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

**(q) Corporation tax exemption**

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

## 2 Income from donations and legacies

	2019		
	Unrestricted	Restricted	Total
	£000	£000	£000
Gifts	41.5	21.8	63.3
Legacies	20.0	-	20.0
	-----	-----	-----
	61.5	21.8	83.3
	-----	-----	-----
	2018		
	Unrestricted	Restricted	Total
	£000	£000	£000
Gifts	29.6	22.7	52.3
Legacies	1.0	-	1.0
	-----	-----	-----
	30.6	22.7	53.3
	-----	-----	-----

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.

## 3 Income from charitable activities

Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2019 Total
	£000	£000	£000	£000	£000
By source:					
Grants receivable	528.4	198.6	-	276.0	1,003.0
Care fees and contracts	2,077.4	309.2	273.3	36.4	2,696.3
Other income	59.9	15.6	-	1.8	77.3
	-----	-----	-----	-----	-----
Total income from charitable activities	2,665.7	523.3	273.3	314.2	3,776.6
	-----	-----	-----	-----	-----
Direct support for:	Care and carers breaks	Carer support (information advice and guidance)	Emergency care and hospital discharge	Raising awareness	2018 Total
	£000	£000	£000	£000	£000
By source:					
Grants receivable	495.7	198.6	-	279.0	291.0
Care fees and contracts	2,374.2	309.2	183.7	36.4	3,585.7
Other income	29.4	-	-	-	29.4
	-----	-----	-----	-----	-----
Total income from charitable activities	2,899.2	507.8	183.7	315.4	3,906.1
	-----	-----	-----	-----	-----

During the year to 31 March 2019 HMRC determined that two sets of income previously classified as contracts are grants, according to HMRC classification rules. The prior year has been restated to reflect the reclassification.

For the year ended 31 March 2019 the categorisation of our activities has been updated. The overall nature of what we do has not changed. The headings in note three better reflect the activities we undertake to deliver our outcomes and how the funds are used. The prior year has been restated for comparison purposes. The overall total for the prior year remains the same.

#### 4 Grants receivable

	2019		2018
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Peterborough City Council	-	320.0	<b>320.0</b>
Cambridgeshire and Peterborough CCG	-	364.7	<b>364.7</b>
National Lottery Community Fund – Norfolk Young Carers Forum	-	98.6	<b>98.6</b>
National Lottery Community Fund – Awards for All	-	-	-
National Lottery Community Fund – Reaching Communities	-	73.0	<b>73.0</b>
Carers Trust	-	-	-
BBC Children in Need	-	50.5	<b>50.5</b>
Huntingdon Freeman's Trust	-	10.0	<b>10.0</b>
Freemasons	-	-	-
Digital Reach	-	-	-
Cambridgeshire Community Foundation Innovation Fund	-	25.0	<b>25.0</b>
NNYAB	-	-	-
NEACO	-	18.0	<b>18.0</b>
People's Postcode Lottery	-	9.5	<b>9.5</b>
Ramsey Grantscape	-	-	-
Others £5,000 and below	-	28.3	<b>28.3</b>
Add: brought forward deferred from previous year	-	74.4	<b>74.4</b>
Less: deferred to projects in the next year	-	(68.9)	<b>(68.9)</b>
	-	1,003.1	<b>1,003.1</b>
	-	-	-
	-	-	-

During the year to 31 March 2019 HMRC determined that two sets of income previously classified as contracts are grants, according to HMRC classification rules. The prior year has been restated for comparison purposes.



## 5 Other charitable income

		2019	
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Session fees	34.5	-	34.5
Other income	42.8	-	42.8
	-----	-----	-----
	77.3	-	77.3
	-----	-----	-----
		2018	
	Unrestricted funds	Restricted funds	Total funds
	£000	£000	£000
Session fees	29.0	-	29.0
Other income	0.4	-	0.4
	-----	-----	-----
	29.4	-	29.4
	-----	-----	-----

## 6 Analysis of expenditure

Charitable activity by type:	Direct costs	Support costs	2019 Total
	£000	£000	£000
Care and carers breaks	2,173.0	485.2	2,658.2
Carer support (information advice and guidance)	375.6	99.9	475.5
Emergency care and hospital discharge	198.1	59.7	257.8
Raising awareness	223.4	69.3	292.7
Fundraising costs	-	16.4	16.4
	-----	-----	-----
Total expenditure on charitable activities	2,970.1	730.5	3,700.6
	-----	-----	-----

Charitable activity by type:	Direct costs £000	Support costs £000	2018 Total £000
Care and carers breaks	2,493.5	521.9	3,015.4
Carer support (information advice and guidance)	436.7	91.4	528.1
Emergency care and hospital discharge	158.0	33.1	191.1
Raising awareness	271.3	56.8	328.1
Fundraising costs	-	27.1	27.1
Total expenditure on charitable activities	3,359.5	730.3	4,089.8

Expenditure on charitable activities by the company was £3,700.6k (2018: £4,089.8k) of which £3,346.1k was unrestricted (2018: £3,732.9k) and £337.2k was restricted (2018: £356.6k).

## 7 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 four key charitable activities undertaken (see note 6) 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	2019 Total £000	Basis of apportionment
Annual report, audit & AGM	-	7.3	<b>7.3</b>	
Trustees' expenses & training	-	0.3	<b>0.3</b>	Direct staff cost
General office, HR & finance staff	303.6	112.2	<b>415.8</b>	Direct staff cost
Premises	68.4	-	<b>68.4</b>	Direct staff cost
Communications	110.4	-	<b>110.4</b>	Desks used
Promotion	16.4	-	<b>16.4</b>	Direct staff cost
Subscriptions, insurance & prof	86.5	11.4	<b>97.9</b>	Direct staff cost
Staff welfare and recruitment	14.0	-	<b>14.0</b>	Direct staff cost
Depreciation	-	-	-	
Total	599.3	131.2	<b>730.5</b>	

	General support £000	Governance function £000	2018 Total £000	Basis of apportionment
Annual report, audit & AGM	-	10.6	<b>10.6</b>	Direct staff cost
Trustees' expenses & training	-	1.0	<b>1.0</b>	Direct staff cost
General office, HR & finance staff	291.3	79.1	<b>370.4</b>	Direct staff cost
Premises	93.2	-	<b>93.2</b>	Desks used
Communications	112.4	-	<b>112.4</b>	Direct staff cost
Promotion	27.1	-	<b>27.1</b>	Direct staff cost
Subscriptions, insurance & prof	73.3	-	<b>73.3</b>	Direct staff cost
Staff welfare and recruitment	42.2	-	<b>42.2</b>	Direct staff cost
Depreciation	-	-	-	
Total	639.5	90.7	<b>730.2</b>	

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

	2019 £000	2018 £000
This is stated after charging:		
Depreciation	-	-
Audit fee	<b>6.3</b>	5.8
Operating lease rentals – land & buildings	<b>59.6</b>	73.8

## 9 Staff costs, trustee remuneration & expenses, and the cost of key management personnel

	2019	2018
	£000	£000
The staff costs were:		
Wages and salaries	2,569.4	2,999.1
Social security costs	178.8	151.1
Payments for termination of employment	8.4	81.4
Pension costs	43.5	25.7
	<b>2,800.1</b>	<b>3,257.3</b>

One member of staff received employee benefits (excluding employer pension costs) of more than £60,000 (2018: none).

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 (2018: none). Neither were they paid for professional or other services supplied to the charity (2018: none). Trustee expenses, comprising training and subscriptions amounting to £264 were paid regarding two directors (2018: £1,012 to three directors).

The key management personnel of the charity comprise: the trustees, chief executive, deputy chief executive, director of finance and resources, director of operations (part year), head of services, head of people, head of fundraising and engagement. The total employee benefits of the key management personnel of the charity were £339.8k (2018: £356.0k). The key management personnel of the company are listed on page 39 of the trustees' annual report.

A reorganisation was undertaken in full consultation with the staff.

- One compulsory redundancy and two voluntary settlement agreements.
- The exits were agreed by the board.
- Exits took place from in August 2018 through to December 2018 and the payments are accounted for within the financial year 2018/19.
- The policy is to account for the voluntary termination payments at the point that the employee accepted the offer.
- The total payments of £8.4k were made and were all within contractual terms.

## 10 Staff numbers

The average monthly head count was 185 staff (2018: 223 staff). The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2019	2018
	Number	Number
Senior management	6.0	6.5
Service delivery	92.7	115.2
Administration and finance	9.7	7.7
<b>Total</b>	<b>108.4</b>	<b>129.4</b>

## 11 Fixed assets

All funded by restricted reserves	Motor vehicles £000	Equipment £000	Total £000
Cost			
At 1 April 2018 and 31 March 2019	23.0	20.4	43.4
Depreciation			
At 1 April 2018	23.0	20.4	43.4
Depreciation charge	-	-	-
<b>At 31 March 2019</b>	<b>23.0</b>	<b>20.4</b>	<b>43.4</b>
Net book value			
At 1 April 2018	-	-	-
<b>At 31 March 2019</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 12 Debtors: due within one year

	2019 £000	2018 £000
Trade debtors	1,004.2	506.2
Prepayments and accrued income	167.7	268.5
Other debtors	50.0	2.9
	<b>1,221.9</b>	<b>777.6</b>

Trade debtors have increased as a result of an invoice for a retrospective VAT payment.

## 13 Creditors: due within one year

	2019 £000	2018 £000
Accruals & deferred income	290.8	510.8
Taxation and social security	670.3	42.3
Trade creditors	58.0	21.5
Other creditors	9.7	107.2
	<b>1,028.8</b>	<b>681.8</b>

Deferred income relates to income for work not yet done on performance related contracts and grants. This has decreased as we did not invoice for major contracts in advance. Taxation and social security creditor has increased as a result of an invoice for a retrospective VAT payment. Other creditors have mainly increased as a result of wages accruals for four weekly paid staff.

Deferred income:	2019 £000	2018 £000
Balance b/fwd	406.3	567.9
Released in year	(406.3)	(567.9)
Deferred in year	109.6	406.3
<b>Balance c/fwd</b>	<b>1,028.8</b>	<b>406.3</b>

## 14 General reserves

			2019		
	Brought forward	Income	Expenditure	Transfer from general reserves	Carried forward
	£000	£000	£000	£000	£000
General reserve	717.5	2,837.5	2,678.7	-	876.3
	-----	-----	-----	-----	-----
			2018		
	Brought forward	Income	Expenditure	Transfer from general reserves	Carried forward
	£000	£000	£000	£000	£000
General reserve	800.7	3,672.5	3,755.7	-	717.5
	-----	-----	-----	-----	-----

## 15 Analysis of movements in restricted funds

			2019		
	Brought forward	Income	Expenditure	Transfer from general reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs and Peterborough young and young adult carer* - for carers aged up to 26 years	-	122.8	122.8	-	-
Norfolk young and young adult carers* - for carers aged up to 18 years	-	101.1	101.1	-	-
Norfolk Young Carers Forum – to give young carers a voice	-	-	-	-	-
Cambridgeshire Community Foundation – to provide innovative community-based projects for adult carers	-	16.7	16.7	-	-
National Lottery Community Fund Reaching Communities – community based projects supporting carers	-	86.8	86.8	-	-
Cambridgeshire carer support and carer breaks – to give respite to adult carers in Cambridgeshire	-	684.7	684.7	-	-
Norfolk adult carer breaks – to give respite to adult carers in Norfolk	-	2.9	-	2.9	2.9
Cambs and Norfolk adult hubs and clubs – for carers and dependants including those with dementia	-	9.9	9.9	-	-
	-----	-----	-----	-----	-----
	0	1,024.9	1,022.0	2.9	2.9
	-----	-----	-----	-----	-----

	Brought forward	Income	2018 Expenditure	Transfer from general reserves	Carried forward
	£000	£000	£000	£000	£000
Cambs and Peterborough young and young adult carers* – for carers aged up to 26 years	5.0	129.6	134.6	-	-
Norfolk young and young adult carers* for carers aged up to 18 years		9.4	9.4	-	-
Norfolk Young Carers Forum – to give young carers a voice	8.9	99.1	108.0	-	-
Cambridgeshire Community Foundation – to provide innovative community based projects for adult carers		33.3	33.3	-	-
Big Lottery Reaching Communities - community based projects supporting carers		31.5	31.5	-	(0.0)
Cambridgeshire carer support and carer breaks to give respite to adult carers in Cambridgeshire		<b>682.2</b>	682.2		
Cambs and Norfolk adult hubs and clubs for carers and dependants including those with dementia	6.3	10.9	17.2	-	<b>0.0</b>
	-----	-----	-----	-----	-----
	20.2	996	1,016.2	-	<b>0.0</b>
	-----	-----	-----	-----	-----

\* also funded by unrestricted funds

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

## 16 Other commitments

At 31 March 2019 the charity had total commitments under non cancellable operating leases as follows:

	Land and buildings	
	2019	2018
	£000	£000
Expiry date:		
In less than one year	<b>59.6</b>	59.6
Between one and five years	<b>49.3</b>	49.3
In over five years	-	-
	-----	-----
	<b>108.9</b>	108.9
	-----	-----
	Equipment	
	2019	2018
	£000	£000
Expiry date:		
In less than one year	<b>10.7</b>	10.7
Between one and five years	<b>42.8</b>	42.8
In over five years	-	-
	-----	-----
	<b>53.5</b>	53.5
	-----	-----

This will be funded by existing contracts and income streams.

Caring Together Charity

Company Registration Number 4379948



## 17 Contingent liability

### 2019

There are no contingent liabilities for the 2019 reporting period. The contingent liability at 2018 reflected the uncertainty relating to VAT penalties. Our VAT status has been determined by HMRC and following agreement with HMRC no penalties were applied. The contingent liability did not crystallise.

### 2018

Following the publication of the revised HMRC guidance on grants and contracts Carers Trust Cambridgeshire, Peterborough, Norfolk has taken advice on its VAT registration and during the financial year ending 31 March 2019, CTCPN will write to HMRC for determination on its VAT registration status. There is the possibility that in determining the registration status, a liability for VAT penalties may unfold. However, until determination of the VAT status is given, the amount and timing of any such penalties remains uncertain.

## 18 Analysis of net assets between funds

	2019		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	-	-	-
Cash at bank and in hand	693.2	2.9	696.2
Other net current assets	183.1	-	183.1
	-----	-----	-----
	876.4	2.9	879.3
	-----	-----	-----
	2018		
	General	Restricted	Total
	£000	£000	£000
Tangible fixed assets	-	-	-
Cash at bank and in hand	621.8	-	621.8
Other net current assets	95.7	-	95.7
	-----	-----	-----
	717.5		717.5
	-----	-----	-----

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

	2019	2018
	£000	£000
Net movement in funds	161.7	(103.4)
Add back depreciation charge	-	-
Less used in disbursement of costs	(605.8)	221.3
Increase (decrease) in creditors	372.1	(74.3)
Net cash used in (provided by) operating activities	72.1	(43.6)

**20 Related party transactions**

There are no related party transactions in this financial year.

**21 Prior year Statement of financial activities**

	Unrestricted Funds	2018 Restricted Funds	Total Funds
	£000	£000	£000
Donations	30.6	22.7	53.3
Income from charitable activities:			
Grants receivable	-	973.2	973.2
Care fees and contracts	2,903.5	-	2,903.5
Other charitable income	29.4	-	29.4
Investment income	2.9	-	2.9
Other	24.0	-	24.0
Total Income	2,990.3	995.9	3,986.2
Expenditure			
Costs of raising funds	27.1	-	27.1
Expenditure on charitable activities	3,728.6	333.9	4,062.5
Total expenditure	3,755.7	333.9	4,089.6
Net Income /(expenditure) before transfers	(83.2)	(20.2)	(103.4)
Transfer between funds	-	-	-
Net movement in funds for the year	(83.2)	(20.2)	(103.4)
Reconciliation of funds			
Total funds brought forward	800.7	20.2	820.9
Total funds carried forward	717.5	(0.0)	717.5

Restated to reflect recategorisation of some contracts to Grants

## Legal and administrative details

Legal name:	Caring Together Charity
Trading name:	Caring Together
Charity number:	1091522
Company number:	4379948
Registered office:	Unit 4, Meadow Park, Meadow Lane, St Ives, Cambridgeshire PE27 4LG

## Our Advisors

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

## Directors and trustees

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

### Trustees

Ann Braithwaite (retired May 2019)
Stuart Evans (Chair)
Alison Griffiths (Honorary Treasurer)
David Hipple
Matthew Lester
Mike Passfield (appointed 1 August 2018)
Ben Walsh (appointed 1 August 2018)
Wayne Weedon (retired May 2019)
Christina Wells

### Appointed

2010
2017
2016
2017
2016
2018
2018
2014
2016

## Executive team

Chief executive	Miriam Martin
Deputy chief executive	Melanie Gray
Director of finance and resources	Helen de Spretter FCCA
Director of operations (resigned January 2019)	Rhiannon Sarginson
Head of services (appointed January 2019)	Vanessa Kinsey-Thatcher
Head of people (appointed September 2018)	Anna Bainbridge
Head of fundraising and engagement (appointed August 2018)	Hannah Clay

## Trustees



### Stuart Evans – chair of trustees

Stuart became our chair in 2017, having previously chaired the Arthur Rank Hospice in Cambridge. In 2015, the hospice won a significant grant from the NHS for service delivery; in late 2016, it opened a new charitably-funded £12m hospice. He was also a board member at the East of England Development Agency, which supported economic development in Cambridgeshire, Peterborough, Norfolk and elsewhere. Stuart was educated at Cambridge University and Harvard Business School. He spent his early career at IBM & McKinsey, and then became an entrepreneur and CEO at several start-ups in Cambridge and London. He and his wife Brenda adopted three children as babies, and have deep experience of caring for family members.



### Alison Griffiths – honorary treasurer

Alison brings vast financial and professional expertise spanning 30 years to the board, which she joined in 2016. Alison, a chartered accountant and member of the Institute of Taxation, was a director of taxation in International FTSE 100 groups Inchcape plc and EMAP plc, working on worldwide tax affairs and board governance. She is also a trustee of Pinpoint and 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, finance director for a number of large and medium sized groups in both the public and private sector specialising in utilities and infrastructure. These include Anglian Water, Guernsey Electricity, the Department for Transport and EEDA. He brings strong financial and strategic skills to the board.



### Matthew Lester

Matthew joined the board of trustees in 2016. Matthew is currently a director of Sunday Times and ESTA Gold Award winning Maxine Lester Residential Lettings and Property Management. Prior to that, he spent 10 years as operations director for the Papworth Trust where he was responsible for service delivery by 200 staff across the Eastern region. Previously, Matthew was managing director of a national facilities services contractor to the health and education sector for 12 years.



### Mike Passfield RN QN MSJ MSc

Mike brings a decade of management experience to the role of trustee. His career in public service began in 2002, graduating as a clinician and joining the National Health Service. Delivering clinical services across Community Health & Social Care, General Practice, Prison Health and Sexual Health Services, now leading a regional workforce of circa 350 people. He has also led the commissioning of community-based health services and he was awarded the honour of 'Queen's Nurse' in 2013 in recognition for his commitment to community leadership, education and improving standards of care. Mike is enthusiastic when it comes to supporting the community, with over 20 years of membership with the St. John Ambulance spanning Cambridgeshire, Peterborough and Norfolk. Mike is currently the executive member for finance for Lincolnshire Association of Local Councils. Alongside other family members, Mike was a young carer, who cared for his father following an industrial workplace accident. This resulted in his father experiencing neurological damage and requiring full care and support for many years.



### Ben Walsh

Ben joined the board of trustees in 2018. He has a wealth of experience in the field of Special Educational Needs and Disabilities (SEND) working with charities that help families overcome the barriers to accessing appropriate support. A practising mediator, Ben was part of a working group convened by the Department for Education to develop quality standards for SEND mediation. He now sits on the review panel overseeing this initiative. Ben has a keen interest in co-production and has published research on young people's participation in decision-making. Ben interviews candidates for the DfID International Citizen Service programme and is a lay member of the higher education inspection team for a major professional regulator. Ben has personal experience of caring. He graduated with a first class degree from the University of Cambridge.



### Christina Wells

Christina has over 25 years' experience at senior level across the public sector and has a wide range specialist experience particularly within the National Health Service, but also in the civil service and local government across the East of England. She has held leadership roles on behalf of these organisations for improving services for children, older people, mental health and prison health across the East, but particularly in Cambridgeshire, Peterborough, Norfolk and Suffolk. Christina has special interests in promoting the health and wellbeing of carers, developing carer friendly communities, safeguarding and children's and young people's services. She is also an active volunteer with the NSPCC schools service.

## Executive team



### **Miriam Martin – chief executive**

Miriam joined Caring Together in January 2018. She has worked in the charity sector for over 20 years, mostly at Action for Blind People (Action), a UK-wide charity delivering services to blind and partially sighted people. Action had a budget of £23mn, with 900 staff and 400 volunteers, supporting around 90,000 people each year. Miriam became CEO of Action in 2014, and in 2016 led a merger with the London-based Royal National Institute of Blind People (RNIB). She was previously RNIB's director of services, reporting directly to the RNIB's chief executive. As a committed Network Partner of Carers Trust we are delighted that Miriam Martin has been appointed to their England Committee to ensure the voice and experiences of the carers we support continues to influence the work of the national charity.



### **Melanie Gray – deputy chief executive**

Melanie joined Caring Together in February 2013 as chief operating officer. She qualified as an applied psychologist and has a range of sector experience: academic, military, private, public, charity, SMEs, blue chip and manufacturing. Melanie has held positions within the Ministry of Defence; Sheffield University (Institute of Work Psychology); ER Consultants; and Cambridgeshire County Council. Melanie's previous roles include academic researcher/lecturer (with multiple publications in her maiden name of Older), director of a research and consultancy unit, management consultant, project manager and local authority commissioner. Melanie has a range of skills including: change management, project management, commissioning, research, consultancy and business development.



### **Helen de Spretter FCCA – director of finance and resources**

Helen joined Caring Together in January 2017. A chartered accountant (Fellow of the Chartered Association of Certified Accountants), Helen has significant strategic and operational finance experience in both private and public sectors, and has operated in FTSE 100 heavy engineering, media, central and local government, where she controlled budgets of up to £500m. She has led finance teams to partner, develop, simplify and improve financial management to deliver effective business operations. As well as her financial skills, Helen has a wide range of operational management and leadership experience including project management, financial transformation and change, placing and managing outsourced services.





### **Vanessa Kinsey-Thatcher – head of services**

Vanessa is an experienced health professional who in her early years cared for her sister. At the time her role as a young carer went unrecognised. Her sister's conditions of autism and chronic mental health issues had a significant impact on Vanessa. At the age of 21 Vanessa started her career in the field of mental health and learning disabilities with a large, charity-owned, in-patient hospital in Northampton. After several years as a healthcare assistant Vanessa qualified as a mental health nurse choosing a specialist path as a child and adolescent mental health nurse. Since then Vanessa has successfully filled various roles involving governance, regulation and improving standards within healthcare settings and most recently prior to joining the Caring Together, Vanessa was a mental health hospitals inspector with the Care Quality Commission between April 2016 and January 2019. As well as her caring responsibilities, Vanessa completed both bronze and silver Duke of Edinburgh's awards, served as a special constable, and for several years was a charity trustee for Sands, a lead on good charity governance including overseeing amendments to the constitution.



### **Anna Bainbridge – head of people**

Anna joined Caring Together in May 2002 when the organisation was known as Crossroads Care. Anna's background is in art, psychology and the charitable sector. She worked as a researcher at the University of Hertfordshire on studies such as the effect of bullying on primary age children and the development of pre-term children. Previous roles focussed on work with children and young people with disabilities. In her time with Caring Together Anna has worked as a care manager, operations manager, quality manager and head of care. She has a broad range of experience covering contract and partnership management, project management, grants and tenders, quality standards and people management.



### **Hannah Clay – head of fundraising and engagement**

Hannah joined Caring Together in August 2018. This follows over ten years working in the non-profit sector for local, regional and national charities including East Anglian Air Ambulance, Business in the Community and Norwich City Community Sports Foundation. Undertaking a number of fundraising and engagement roles, most recently that of development manager, Hannah is experienced in growing both capital and revenue funding from a number of sources, including individuals, trusts and foundations, corporate organisations and events. Hannah's skills include non-profit development, charity communications, voluntary income generation and relationship management.



**Caring Together**

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Caring Together Charity  
Charity Registration Number 1091522  
Company Registration Number 4379948

