

Chair of Trustees

Briefing Pack



**Caring
Together
Charity**

No unpaid carer in crisis

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Caring Together Charity

Pure Executive is proud to be partnering with [Caring Together Charity](#) in the appointment of a new Chair of Trustees – an outstanding opportunity to lead the governance of a highly-respected charity in the region.



Caring Together Charity is a trusted, long-standing charity that supports carers of all ages across Cambridgeshire, Peterborough, and Norfolk. With a 40-year legacy, the organisation provides vital services that help unpaid carers – often the unsung heroes of our communities – through expert advice, information, and hands-on support.

Following a successful 2024/25, the charity is reporting a turnover of £4.2m and healthy unrestricted reserves of £874k, held in cash.

The trustee board has been skilfully led by current Chair, Stuart Evans who is standing down (next year) after serving the maximum term of 9 years. Stuart has ensured the Board has remained fresh, engaged, passionate for the cause, and forward-thinking throughout his tenure. Several high-calibre new trustees have recently joined the Board providing new ideas and insights to complement the wisdom that exists amongst the longer standing members. The leadership team is cohesive and experienced with the most recent senior appointment now approaching three years in post.

Caring Together Charity has been recognised with the Carers Trust Excellence for Carers Award and the Compassionate Employers Award, and they continue to be rated 'Good' by the CQC. Staff engagement is high, with 94% of the team saying they are proud to work for Caring Together Charity, and retention remains well above industry norms.

This is a well-governed, values-led organisation delivering real impact in the lives of unpaid carers and their families.

The demand for their services continues to grow, reflecting both an increase in need and recognition of their value. As a result, Caring Together Charity is evolving and expanding its reach – and is now looking for a new Chair to guide its next chapter. This is an exciting time to join a dynamic and values-led charity. This is more than a governance role. It's a chance to shape a better, fairer future for thousands of carers who rely on Caring Together Charity's support every day. If you are an experienced leader who wants to give back, influence lasting change, and lead with integrity, we would be delighted to hear from you.



About

Caring Together Charity supports unpaid carers of all ages across Cambridgeshire, Peterborough and Norfolk. An unpaid carer is anyone, including children and adults, who looks after a family member, partner or friend who needs help because of their illness, disability, a mental health problem or an addiction, and would struggle to cope without their support.

The charity provides practical support for carers to make their caring role more manageable and less stressful through the following ways:

- Homecare
- Carers hubs across Cambridgeshire
- Events and trips for adult carers, parent carers and young carers
- Support with planning for emergencies
- Opportunities to learn skills, providing information and advice
- Support with hospital discharge
- Online information and learning
- Helpline/advice line teams
- Counselling service
- Connecting carers befriending project
- Bereavement support when caring ends
- Fundraising activities (regulated by the Fundraising Regulator)

Employing around 130 members of staff, with 70 of those being members of their homecare team. This equates to 111 full-time equivalents. Supported by over 60 volunteers who carry out a variety of important roles.



Impact

Understanding the landscape Caring Together Charity operates in is essential for appreciating both the scale of its impact and the complexity of its future challenges and opportunities.

The Scale of Unpaid Care

The latest health, disability, and care data from the 2021 Census (released January 2023) reveals the staggering scale of unpaid care in the region:

- 150,000+ unpaid carers aged five and over across Cambridgeshire, Peterborough and Norfolk
- 45,000+ carers providing more than 50 hours of unpaid care each week
- Local unpaid carers contribute an estimated £4.8 billion annually to the economy
- The national figure: £162 billion – equivalent to the NHS's annual budget

This makes clear: carers are the backbone of our health and social care systems, yet many remain unrecognised, unsupported, and at risk of crisis.





Purpose and Strategic Goals

Caring Together Charity exists to create a world where **no carer is in crisis, isolated or struggling alone**. To achieve this, Caring Together Charity has committed to five strategic goals:

- Reaching more unpaid carers
- Taking action locally to ensure carers are valued and recognised
- Increasing our capacity to deliver services and support
- Raising awareness of who we are and how we help
- Building strong foundations for sustainable growth

Their values are embedded in everything we do:

- Inclusive – We put people first
- Informed – We are knowledgeable and consistent
- Effective – We strive for the greatest positive impact for carers





A Shifting External Environment

Caring Together Charity receives significant funding from Integrated Care Boards (ICBs) and Local Authorities (LAs) – both under strain. The organisation is:

- Commissioned by LAs for homecare and carer services in Cambridgeshire and Norfolk
- Funded in Norfolk through a Social Impact Bond managed by the Bridges Partnership

A key strategic decision was made to withdraw from local authority-funded homecare, which was financially unsustainable, and focus on building privately funded care services, where pricing and quality are within the organisation's control.

NHS and ICB Reform

National healthcare reform adds further complexity:

- NHS England is being dissolved, with the Department of Health and Social Care (DHSC) taking on centralised leadership
- ICBs have been instructed to reduce operating costs by 40–50%
- Local ICBs are expected to merge, with decisions due by July 2026

Caring Together Charity is currently funded to support hospital discharge work in Cambridgeshire. The ICB mergers could create new opportunities – but they will also require adaptive leadership to manage evolving commissioning frameworks.

Local Government Restructuring

Further changes are on the horizon:

- The government plans to replace current local government structures with unitary authorities, each serving c500,000 residents
- In Cambridgeshire, this could result in two new authorities:
- One for Peterborough, Fenland, and Huntingdonshire
- Another for Cambridge City, South, and East Cambridgeshire
- Norfolk's future structure remains unclear
- These changes are expected to come into effect by 1 April 2028

This shift will significantly influence how carer services are commissioned, and how organisations like Caring Together Charity engage with public sector stakeholders. The new chair will shape governance and strategy for the future of Caring Together Charity, navigating this complexity with clarity and foresight, ensuring carers remain supported no matter how the external environment evolves.



The Trustees

Caring Together Charity's Trustees serve voluntarily and pro bono; they have particular responsibility for strategy, quality, compliance, governance and oversight of management. They ensure compliance with legislation and regulations, safeguard assets, and act as ambassadors for the charity.

The board has established three committees to oversee critical elements of our operations:

- Finance and Audit Committee (FAC), chaired by Steve Scott. Members: Mark Blake, Stuart Evans, and Donna Talbot.
- Quality Service and Delivery (QSD) Committee, chaired by Anita Pisani. Members: Kate Hepton, David Hipple, and Bertone Santos-Soccoro.
- Fundraising Committee, chaired by Donna Talbot. Members: Stuart Evans and Christy O'Connell.

Committee terms of reference are approved by the full board and reviewed regularly. Meetings are reported back to the board. Chief Executive Miriam Martin routinely attends all committee meetings.

Meet the Trustees:



Stuart Evans, Chair

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



Mark Blake

Mark has held senior finance roles in the charity sector for over 20 years, including within disability support. He brings expertise in finance, HR, IT, legal, governance and change management, with a strong passion for improving support for unpaid carers.



Kate Hepton

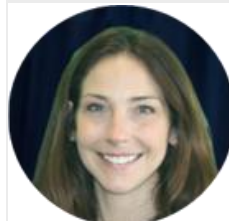
With 24 years as a Senior NHS Nurse Leader, Kate has led in clinical, operational, and transformation roles.

"I became a Trustee for Caring Together due to my desire to support carers outside of my NHS role and was inspired by Caring Together's values and vision."



David Hipple

Over 35 years as a Chartered Accountant and Finance Director across public and private sectors (e.g., Anglian Water, Guernsey Electricity, DfT).
“I became a Trustee to help Caring Together respond to the increasing demand for care—an urgent challenge for the UK.”



Christy O’Connell

Christy is a partner at Ashurst LLP. Her connection to Caring Together’s mission is deeply personal. She enjoys the outdoors with her husband and dogs and is passionate about community contribution.



Anita Pisani

Over 30 years in the NHS and Deputy Chief Executive at Cambridgeshire Community Services NHS Trust since 2012. Fellow of CIPD. Anita supports carers based on personal experience and her work in health and care systems.



Bertone Santos-Socorro

Head of Acute and Specialised Commissioning, Norfolk and Waveney ICB. Nine years in NHS leadership after beginning as a Biomedical Scientist. Passionate about reducing health inequalities and driving impactful, evidence-based programs.
“My commitment to lifelong learning and emerging best practices allows me to drive change.”



Steve Scott

With 30 years of commercial and financial experience across the UK and internationally, Steve is an ACCA Fellow. He’s worked for Anglian Water and Travelex, and now assumes the Chair position after being a Trustee.



Donna Talbot

Chief Executive of Emmaus Cambridge and previously with Arthur Rank Hospice Charity. Passionate about people and fundraising, she champions it as a key to sustainability and recognition of carers’ efforts.



The Chair of Trustees Role

The Chair will hold the Board and Executive Team to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support the Chief Executive and ensure that the Board functions as a unit and works closely with the entire Executive of the charity to achieve agreed objectives. They will act as an ambassador and the public face of the charity in partnership with the Chief Executive.



What we're looking for

We are seeking an experienced leader with:

- Board-level experience, ideally as Chair, Non-Executive, or Trustee.
- Strong understanding of governance and strategic leadership.
- A collaborative, supportive, and appropriately challenging approach.
- Confidence and credibility in representing the charity publicly.
- A genuine passion for improving the lives of unpaid carers.

Principal Responsibilities

Strategic leadership

- Provide leadership to Caring Together Charity and its board, ensuring that the charity has maximum impact for its beneficiaries.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity.
- Ensure that the board operates within its charitable objectives and provides a clear strategic direction for the charity.
- Ensure that the board is able to regularly review major risks and associated opportunities and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks.
- Ensure that the board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.



Governance

- Ensure that the governance arrangements, including the sub-committee structure, are working in the most effective way for the charity.
- Develop the knowledge and capability of the board.
- Encourage positive change where appropriate and address and resolve any conflicts within the board.
- Appraise the performance of the trustees on an annual basis.
- Appraise the performance of the board every 2-3 years.
- Ensure that the board of trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity which reflects the wider population that it serves.
- Work within any agreed policies adopted by the charity.

External Relations

- Act as an ambassador for the cause and the charity.
- Act as a spokesperson for the organisation when appropriate.
- Represent the charity at external functions, meetings and events.
- Facilitate change and address any potential conflict with external stakeholders.

Efficiency and Effectiveness

- Chair meetings of the board of trustees, bringing impartiality and objectivity to the decision-making process.
- Ensure that trustees are fully engaged and that decisions are taken in the best, long-term interests of the charity and that the board takes collective ownership.
- Foster, maintain and ensure that constructive relationships exist with and between the trustees.
- Work closely with the Chief Executive to give direction to board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees.
- Monitor that decisions taken at meetings are implemented.



Relationship with the Chief Executive

- Establish and build a strong, effective and constructive working relationship with the Chief Executive, ensuring they are held to account for achieving agreed strategic objectives.
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles.
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges.
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other trustees.
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.

Time Commitment

- The role will require significant voluntary time commitment, including regular Board meetings, strategy sessions, and engagement sessions with staff, volunteers and beneficiaries. This is estimated at around one day per week on average, including meetings.

Next Steps

David Culley, Managing Director, is leading the search for Caring Together Charity's new Chair.

If you are interested in finding out more or applying, please contact David directly at david.culley@pureexecutive.com or by phone on 01223 666455.



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