



# Treasurer Information Pack

## Board of Trustees



# Contents

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Our Values .....	7
Current Strategy.....	8
Our Services.....	9
Stay well.....	9
Stay in control.....	9
Stay connected.....	9
Young Carers.....	9
The Future.....	10
Organisational Structure.....	11
Trustees.....	11
The Carers' Centre Organisational Chart.....	12
Trustee Role Description .....	13
Person Specification .....	13
General requirements.....	13
Recruitment, Appointment, Support and Training.....	16
Recruitment Process .....	17

# Chair of Trustees Introduction

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It is a sobering reality that, in the years ahead, most of us will either become an unpaid carer or depend on the care of one. Few of us will remain untouched by caring. As our population ages and demand on health and social care services grows, unpaid carers will increasingly become everyone's business.

For 30 years, The Carers' Centre has stood alongside unpaid carers, ensuring they are seen, heard, and supported. We work with both adult and young carers (5-17 years) to realise our vision of a community in which carers of today and tomorrow are fully recognised, valued, and empowered to thrive alongside their caring role.

A significant milestone in our journey has been the recent award of a seven-year contract to deliver support for adult carers across Bath and North East Somerset, alongside our continued delivery of young carers' services, through to March 2029. This long-term investment reflects the confidence placed in The Carers' Centre's expertise, impact, and leadership, providing a strong foundation from which to extend our reach, innovate our services, and ensure more unpaid carers receive the support they need.

Today, we support more than 8,000 of the estimated 25,000 unpaid carers across Bath and North East Somerset. Through wellbeing activities, carer cafés, peer support groups, a freephone support line, and dedicated services for young carers, we provide practical help, emotional support, and opportunities for connection. Yet thousands more carers remain unidentified or unsupported. As statutory services increasingly rely on the extraordinary contribution of unpaid carers to meet rising health and care needs, expanding our reach has become one of our most important priorities.

At The Carers' Centre, we are not simply responding to change, we are helping to shape the future. We recognise the enduring importance and value of face-to-face interactions in supporting unpaid carers, building trusted relationships, and reducing isolation. Alongside this, we are a data-informed and digitally enabled organisation, using technology to reach more carers, understand their needs more effectively, and deliver support in innovative and accessible ways. A key part of this work is a major initiative focused on identifying hidden carers by reaching deep into the communities and networks that surround them, ensuring that no carer has to struggle alone.

This transformation also positions us to play a leading role within the evolving landscape of Integrated Care Systems and NHS 10 Year Plan, where the voices and experiences of unpaid carers must be at the heart of decision-making. Working alongside our Board of Trustees, staff, volunteers, and partners, our CEO, Jacqui Orchard, will continue to lead the organisation through its next phase of development. Together, we will deliver our new strategy, strengthen our financial sustainability, enhance our services, amplify the voice of carers across our communities, and secure our place within an increasingly complex operating environment.

As we embark on this exciting chapter, we are seeking a new Treasurer to join our Board. This is an opportunity to make a meaningful contribution to an organisation with a strong reputation, a clear sense of purpose, and an unwavering commitment to improving the lives of unpaid carers. We are looking for someone who shares our values, understands the importance of good governance and financial stewardship, and can bring energy, insight, and enthusiasm to the role.

Thank you for your interest in The Carers' Centre. If you are inspired by this opportunity to make a lasting difference to the lives of unpaid carers and the communities they support, I warmly encourage you to apply.

**Derek Morgan**  
Chair of Trustees

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# Chief Executive Officer Introduction

It is both an exciting and challenging time to join The Carers' Centre. Our trustees and staff have worked diligently and successfully to navigate the many challenges presented by the current economic climate and the ongoing transformation of health and care services. Through this, we have continued to deliver timely, accessible, and meaningful support to both young and adult unpaid carers.

As we move forward, the voices of unpaid carers will remain at the heart of everything we do. Continued digital innovation is a critical element of our development strategy, helping us raise awareness, provide accessible information 24/7, and increase our capacity to support carers. At the same time, we recognise the ongoing importance of face-to-face engagement and the value it brings in supporting unpaid carers and fostering meaningful connections within our community.

Diversifying our income streams is another key priority. This will ensure we have the resources needed to respond to emerging needs, the impact of changes to the Care Act, and the anticipated growth in the number of unpaid carers in Bath and North East Somerset—from 20,000 in 2021 (ONS) to an estimated 30,000 by 2030 (Carers UK). To support this ambition, we have recently appointed a Development Manager to lead our income diversification activities.

Finally, strengthening innovative collaboration with local and regional partners will be essential in the years ahead. By working together, we can ensure that the voices of unpaid carers are heard and that we are well positioned to harness the opportunities presented by the evolving integrated care agenda.

**Jacqui Orchard**  
Chief Executive Officer



# About The Carers' Centre

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The origins of The Carers' Centre date back to 1986 at the Volunteer Bureau, which provided volunteering opportunities across the Radstock area. In 1994 a carers' support project began, and by 1999 this had become the sole purpose of the organisation, as national and local legislation began to formally recognise family carers. In December 1996, The Care Network became a company limited by guarantee and was later accepted as a member of the Princess Royal Trust for Carers (now Carers Trust) in 2005. Since 2010 we have been known as The Carers' Centre and, as a local independent charity, remain a network partner of Carers Trust.

We have 30 years' experience of supporting unpaid carers of all ages. We use the term 'unpaid carer' to describe anyone who cares, without payment, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support.

There are an estimated 25,000 unpaid carers aged from five upwards living in Bath and North East Somerset. In the past 12 months our 25-strong staff team, supported by dedicated volunteers, have supported around 7,000 adult carers and 1,000 young carers.

Financially, we are a small to medium sized charity with an annual turnover of about just under £1M.

Around two thirds of our funding comes from local authority contracts, which are in place until 2032 and 2029. The remaining income comes from various grants and donations. We have recently appointed a Development Manager and a Corporate and Community Fundraiser to diversify our income streams and increase our unrestricted income.

[Read our Impact Report](#) to find out more.



## Our Values

Honest	We are truthful and sincere in all we do for carers.
Fair	We treat everyone we work with equally and with respect.
Supportive	We provide encouragement and help to all we work with.
Empowering	We make carers stronger and more confident, especially in controlling their life and claiming their rights.
Innovative	We seek to find new and creative ways to achieve our mission.
Sustainable	We work to ensure we will always be here to support carers, by considering financial, social, and environmental concerns in our decision-making.



## Current Strategy

Our vision is to create a community where unpaid carers of today and tomorrow are fully recognised, valued, and supported with what they need to keep well, stay in control, and feel connected.

Our mission is to provide trusted information, advice, and support to carers of all ages enabling them to maintain or improve their health and wellbeing as well as take control of their caring role and stay connected with others. In addition, we work with our wider community to improve recognition and support for unpaid carers.

Our current strategic aims are that:

- Carers are better able to maintain or improve their physical/mental health and emotional wellbeing
- We have extended our reach to under-represented groups in BaNES
- A significantly increased number of carers feel connected to each other, so they know they are not alone, and crucially understood
- Knowledge and understanding of carers are improved to enable the creation of compassionate communities in BaNES
- We are a sustainable organisation that embraces change, collaboration, and continuous improvement, including digital development, for the benefit of carers.



## Our Services

We meet these aims through our services. These enable us to support carers to:

### Stay well

Through a programme of group wellbeing activities to encourage carers to take the space to breathe, recharge and stay well, all in the company of others who understand.

### Stay in control

By providing access to free, impartial, and trusted information, advice, and guidance. We listen and help carers understand what they need to do now, next and for the future.

### Stay connected

By running local pop-up neighbourhood carer cafés and peer support groups across Bath and North East Somerset.

## Young Carers

For young carers, we provide a space for these amazing young people to have fun and make friends with other young carers.

*"To everyone at The Carers' Centre who has helped and supported me over the past 10 years - thank you for doing what you do. I really can't put into words how grateful I am. You have changed my life so much for the better."*

*"Just talking to you made me feel better. I now have the prospect of opportunities, it's now up to me to take action. So much better than the feeling of helplessness I had before our conversation."*

*"I feel a weight has been lifted from my shoulders"*

*"The Carers' Centre are brilliant. You've always helped us whenever we've had any questions."*

## The Future

As we celebrate our 30th anniversary and launch our new five-year strategy, we do so with confidence, ambition, and a clear sense of purpose. Over the past three decades, we have grown from a local support organisation into a trusted partner for thousands of carers, and we are excited about the opportunities that lie ahead. While the environment in which we operate continues to evolve, we believe these changes present significant opportunities to strengthen our impact and extend our reach to even more unpaid carers across our region and beyond.

A key priority for the future is our commitment to ongoing digital innovation. By continuing to develop our digital services, products, and content, we will create a stronger social infrastructure that is more accessible, connected, and responsive to carers' needs. This will enable us to expand our reach from the 8,000 carers we currently support to a much greater proportion of the estimated 25,000 carers across the region. Importantly, our focus is evolving from solely providing direct services to carers towards unlocking, supporting, and strengthening the informal networks of support that exist within families, communities, and neighbourhoods across the UK.

We also recognise the significant transformation taking place across the health and care system. The development of Integrated Care Systems presents new opportunities for collaboration, innovation, and partnership working. By aligning our services with local and regional health priorities, we are well placed to contribute to more integrated approaches that improve outcomes for carers and the people they support. Our strong relationships with health, social care, and community partners will remain central to achieving this ambition.

At the same time, we are mindful of the lasting impact of the and the financial pressures facing local authorities and health systems. Demand for support continues to grow, but so too does recognition of the vital role unpaid carers play in sustaining our health and social care infrastructure. This provides an opportunity to advocate more effectively for carers, demonstrate the value of community-based support, and develop innovative and sustainable models of service delivery.

Looking ahead, social, and demographic changes over the next decade will increase both the number and diversity of carers. While these changes will bring new challenges, they will also reinforce the importance of our mission. Through our new strategy, we are committed to ensuring that carers are recognised, connected, supported, and empowered to thrive. With strong foundations, dedicated partners, and a clear vision for the future, we are confident that the next chapter of our journey will be one of growth, innovation, and lasting positive impact.

## Organisational Structure

### Trustees

As a charity, The Carers' Centre is governed by a Board of Trustees, which is ultimately accountable for all that we do. It is an experienced and skilled team, drawn from a variety of backgrounds, and is bringing energy and direction to our work. The Board is integral to and accountable for deciding our strategy, ensuring financial viability and probity, adhering to the terms of our governing document, and delivering to our beneficiaries the outcomes we have determined from our strategy.

In addition to our Trustees meeting as a full Board, we have three sub-groups covering finances, people, and service provision. Each group is made up of staff representatives and Trustees. The sub-group's function is to speed up decision making. They report to the full Board and enable more involvement for the Trustees in the governance of the organisation.

We currently have six Trustees, who are listed below.

#### Derek Morgan (Chair)

Appointed Trustee and Treasurer 2024; appointed Chair 2026

#### Jenny Theed (Vice-Chair)

Appointed February 2014

#### Christine Bone

Appointed January 2014

#### Joanna Hole

Appointed June 2022

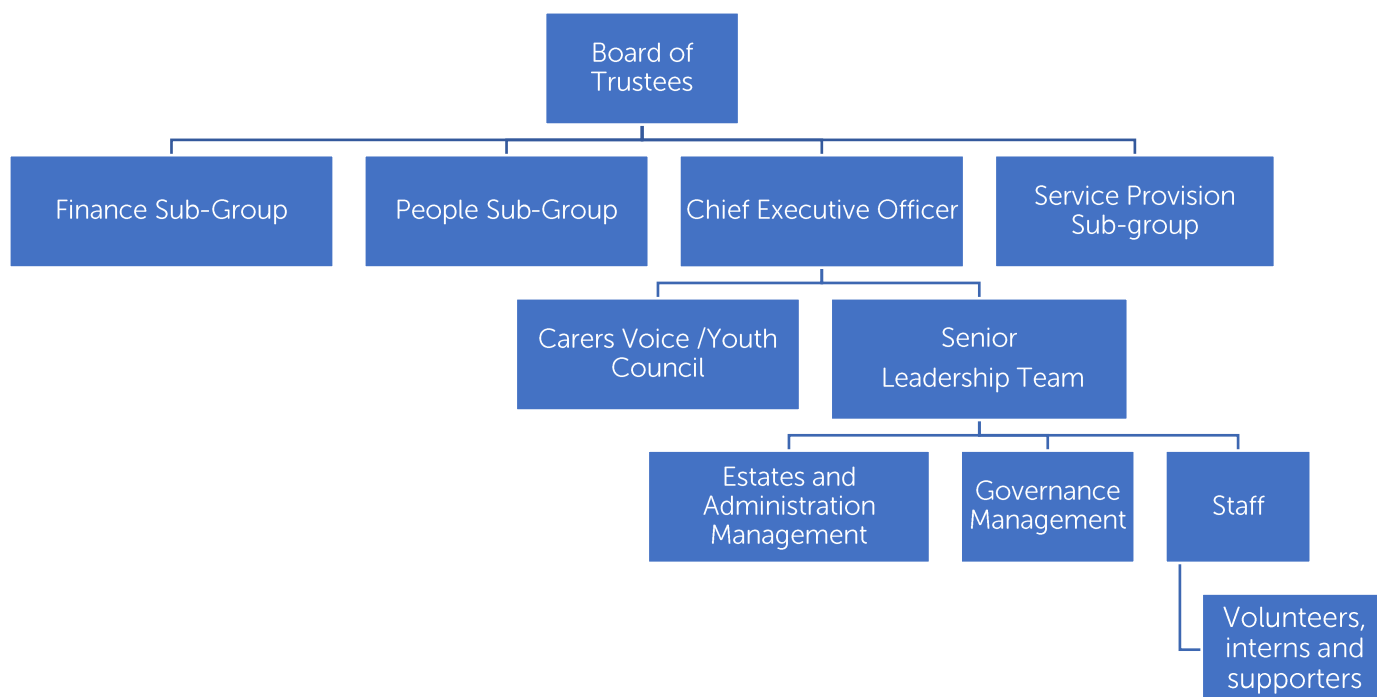
#### Gill Pitman

Appointed 6 June 2025

#### Nicola Mathiason

Appointed 28 November 2025

## The Carers' Centre Organisational Chart



## Trustee Role Description

Reporting to: The Chair of Trustees (also known as the Board).

### Purpose

The main purpose of the role is to maintain an overview of the organisation's affairs, ensuring its financial viability, compliance with our charitable objects, company, and charity law and the maintenance of proper financial records and procedures.

The Trustee's role is:

- Ensuring that The Carers' Centre pursues its stated objects (purposes), as defined in its governing document, by developing and agreeing a long-term strategy.
- Ensuring that the organisation complies with its governing document, (its memorandum and articles of association), charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation applies its resources exclusively in pursuance of its charitable objects (i.e. the charity must not spend money on activities that are not included in its own objects, however worthwhile or charitable those activities are) for the benefit of the public.
- Ensuring that the organisation defines its goals and evaluates performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place.
- Ensuring the financial stability of the organisation.
- Protecting and managing the property of the charity and ensuring the proper investment of the charity's funds.
- Following proper and formal arrangements for the appointment, supervision, support, appraisal, and remuneration of the Chief Executive.

Trustees are jointly responsible for all The Carers' Centre activities including matters delegated to staff and sub-groups. They are bound by the majority decision of fellow Trustees. Responsibility for operational matters are delegated to the Senior Leadership Team.

## Person Specification

### General requirements

- A commitment to the organisation.
- A willingness to devote the necessary time and effort (approximately one day per month).
- Strategic vision.

- Good, independent judgement.
- An ability to think creatively.
- A willingness to speak their mind.
- An understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship.
- An ability to work effectively as a member of a team.
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

## Treasurer Role Description

### Purpose

The main purpose of the role is to maintain an overview of the organisation's affairs, ensuring its financial viability, compliance with our charitable objects, company, and charity law and the maintenance of proper financial records and procedures.

Whilst the Treasurer provides leadership and scrutiny in relation to the charity's finances, responsibility for the financial stewardship, governance and compliance of the charity rests collectively with the Board of Trustees.

In addition to the general responsibilities of a trustee, duties of the treasurer include the following:

- Overseeing, approving, and presenting budgets, accounts, and financial statements
- Being assured that the financial resources of the organisation meet its present and future needs.
- Ensuring that the charity has an appropriate reserve policy
- Preparing and presenting financial reports to the board
- Ensuring that appropriate accounting procedures and controls are in place
- Liaising with staff about financial matters
- Advising on the financial implications of the organisation's strategic plans
- Ensuring that the charity has an appropriate investment policy
- Ensuring that there is no conflict between any investment held and the aims and objects of the charity
- Monitoring the organisation's investment activity and ensuring it is consistent with the organisation's policies and legal responsibilities
- Ensuring that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, for example the Charity Commission and/or the Registrar of Companies / SORP
- Ensuring that the accounts are scrutinised in the manner required (independent examination or audit) and any recommendations are implemented
- Keeping the board informed about its financial duties and responsibilities
- Ensuring financial risks are identified, monitored, and mitigate
- Contributing to the income generation strategy of the organisation
- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way
- Sitting on appraisal, recruitment and disciplinary panels as required.

## Person specification

In addition to the person specification for a trustee, the treasurer should have the following qualities.

- Financial qualifications and/or experience
- Some experience of charity finance, fundraising, and governance
- The skills to analyse proposals and examine their financial consequences
- Being prepared to make unpopular recommendations to the board
- A willingness to be available to finance staff for advice and enquiries on an ad hoc basis.

## Recruitment, Appointment, Support and Training

We have a recruitment and appointment process for Trustees.

We take up references and adhere to the Charity Commission guidance on Trustee appointments. There are some standard disqualifications as given below.

Trustee appointments are initially made for a three-year term and, in most cases, may be renewed, subject to the Trustee's wishes and the needs of the organisation, for a maximum period of nine years. Appointments are made either by ordinary resolution at the Annual General Meeting or, where appropriate, by resolution of the Trustee Board between AGMs. All Trustee positions are voluntary and unpaid; however, reasonable out-of-pocket expenses incurred in carrying out Trustee duties will be reimbursed in accordance with the charity's expenses policy.

We are enthusiastic about our Board governance. Trustee training, review, and opportunities for personal development are all important to us.

There is no doubt that the Trustee role requires commitment and that this can bring meaningful rewards.

## Recruitment Process

### Stage 1

An informal discussion and information-sharing meeting is arranged. This is an opportunity to meet with the CEO and/or Chair of The Carers' Centre and talk about The Carers' Centre services and the environment it works in, as well as:

- What you may have to offer
- The role and responsibilities of Trustees and more specifically the Treasurer role
- Experience and skills needed for the Treasurer
- What The Carers' Centre can provide
- Any questions you may have

At this point we can send you a Trustee Application Pack.

### Stage 2

- A completed application form is returned
- If satisfactory, an invitation to come and observe a Board meeting will be extended
- A chance to see more of how the charity works if desired is warmly welcomed

### Stage 3

- An interview with some Trustees will then be arranged
- If it is agreed on both sides that the applicant will become The Carers' Centre Treasurer, this recommendation will be confirmed at the next Board meeting subject to obtaining satisfactory references and a DBS check

### Stage 4

- The appointment will be confirmed at the AGM or by a Resolution of the Trustees as interim so that the appointment is active
- A Trustee induction will be carried out and the completed Directors/Trustee form sent off to Companies House

### Stage 5

The induction will include:

- Roles and responsibilities
- Governance and management
- The Carers' Centre policies and guidelines
- Staffing and personnel
- Funding and financial reporting

- Trustees' Handbook

## Stage 6

- Ongoing support and training
- External Trustee training
- Board development and away days
- Resources and reminders
- Bi-annual Review and personal development focus

## Disqualifications

There are some circumstances by which some people are disqualified from acting as charity Trustees or nominees, including anyone described in Section 72(1) of the 1993 Act. This includes:

- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent.
- Anyone who is an undischarged bankrupt.
- Anyone who has been previously removed from Trusteeship of a charity by the Court or Commission for misconduct or mismanagement.
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.

You will need to complete a declaration when submitting your application form.

For further information click on the link and contact [Jacqui Orchard](#), The Carers' Centre CEO.