

CRUSE BEREAVEMENT CARE
ANNUAL REPORT AND ACCOUNTS 2007/08



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Map of Cruse Areas & Branches in England,
Wales and Northern Ireland

CRUSE BEREAVEMENT CARE

Registered charity: 208078
A company limited by guarantee: 638709 (London)

Solicitors

Russell-Cooke LLP
2 Putney Hill
London SW15 6AB

Bankers

Barclays Bank PLC
Business Service
7th Floor
United Kingdom House
180 Oxford Street
London W1D 1EA

Auditors

MacIntyre Hudson LLP
Chartered Accountants
Registered Auditor
New Bridge Street House
30-34 New Bridge Street
London EC4V 6BJ

ROYAL PATRON

Her Majesty the Queen

We are deeply grateful to Her Majesty
for her gracious Royal Patronage.

Patrons

Rt Hon the Baroness Bottomley of
Nettlesome

The Archbishop of Westminster, Cardinal
Cormac Murphy-O'Connor

Trevor Phillips OBE

The Rt Rev Graham James, Bishop
of Norwich

The Chief Rabbi, Dr Jonathan Sacks

Sir Sigmund Sternberg Order of
St John KCSG JP

Gisela Stuart MP

The Baroness Tonge

MEMBERS OF COUNCIL

Life President

Dr Colin Murray Parkes OBE

Chair

Nigel Tricker ♦

Vice Chairs

Irene Kelly ♦

Revd Dr Peter Hammersley ♦

Hon Treasurer

Richard D Clarke ♦

TRUSTEES

Sandra Benjamin

Dr John Butler

Sue Catterall ♦

Diane Charles

Richard D Clarke ♦

Tom Dawson resigned 24/11/07

Revd Mary Hancock

Lady Hannam (Vanessa)

John Harbinson resigned 24/11/07

John Hopkins resigned 24/11/07

Revd Dr Peter Hammersley ♦

Irene Kelly ♦

Judith Lane

Janet Leckey

Phil Manning resigned 19/10/07

Dr Colin Murray Parkes OBE

T Michael Pearson MBE

Derrick Price appointed 26/2/08

David Pritchett

Bridget Ramsay

Colin Robertson ♦

Pamela Rutter

Malcolm Shorney

Joan Towle MBE

Nigel Tricker ♦

Dr Stephen Webster resigned 24/11/07

Adrian Williams appointed 24/11/07

resigned 12/2/08

♦ = indicates Executive Member

COMMITTEE CHAIRS

Executive Committee

Nigel Tricker

Client Services Committee

Bridget Ramsay

Conference Planning Committee

Dr Maria-Alicia Ferrera-Pena

Organisational Development Committee

T Michael Pearson MBE

Staff Relations Committee

Revd Mary Hancock

Training Committee

Malcolm Shorney

DIRECTORATE TEAM

Chief Executive and Director of Services:

Debbie Kerslake

Director of Fundraising and Partnerships:

Charlotte Barney

Deputy Director of Services:

Catherine Betley

Director of Finance and Administration & Company Secretary:

James McCormack

Director, Cruse Cymru:

Richard Paterson

Director, Cruse Northern Ireland:

Anne Townsend

Chair's Report



The articles in this year's Annual Report feature just a few of our volunteers. Occasionally our people – nearly 6,000 of them – receive external recognition. We were delighted that our services in the Isle of Man and in Merthyr Tydfil/Rhondda Cynon Taff received The Queen's Award for Voluntary Services by groups in the community in 2007, and that Cruse Bereavement Care in Northern Ireland has since been honoured in the same way for 2008.

More often the commitment, professionalism and compassion of our people goes unremarked. They work tirelessly to deliver bereavement care within their communities and with no expectation of recognition. By highlighting the work of some of our volunteers we pay tribute to them all, and in doing so illustrate the diversity of experience that people of all ages bring to their work for Cruse.

I also take this opportunity to thank our staff. Whether located in our Central Office in Richmond or within our network of services throughout England, Wales and Northern Ireland, they carry a huge burden and support the work of our volunteers with equal dedication.

In March 2008 Anne Viney retired after six years as Chief Executive of Cruse and the leader of our staff team. During her time in office Anne did a great deal to raise the profile of Cruse, notably in its public policy work on behalf of bereaved people. She also guided Cruse through a number of significant changes, including a new service model, revised foundation training and a move to new premises for the Central Office team. We wish her well in her retirement.

I am delighted that Debbie Kerslake agreed to take over as our Chief Executive from April 2008. Debbie is well known throughout our charity and brings a wealth of experience in bereavement care to the role. We have

restructured the senior management team so that the Chief Executive will combine her role with that of Director of Services, and will be supported by a team of Directors.

The demand for help from Cruse shows no sign of slackening and we are working on exciting opportunities to extend our work in some inner city areas. Although the greater part of our work is undertaken by volunteers, we inevitably face significant operational costs in the course of our client work, notably on the development and delivery of training, and on our support staff.

To meet these costs we have to establish sustainable income streams through arrangements with the public bodies which benefit from Cruse's work in the community. There are some encouraging trends here. Our charity's income in the year to March 2008 rose to £3.3 million and, although there was a deficit of almost £100,000 on our operations, there were significant

increases in our income from Local Authorities and Primary Care Trusts.

As we move towards our 50th anniversary in 2009 Cruse faces the challenge that success brings: the need to adapt the organisation and our approach to fundraising so that we can respond to ever increasing demand for support from bereaved people in our communities. The dedication of our people will ensure that we meet this challenge successfully.

Nigel Tucker

FROM THE Chief Executive

A man helped by Cruse following the tragic deaths of his wife and two young children in a road crash described Cruse as a "life-saver", giving him the strength to carry on. Another contacted Cruse after the suicide of his daughter, in utter anguish, and questioning his "very sanity" and "reason for living". A Cruse support group helped him to realise he wasn't alone and to understand and accept the journey through grief that he and his family faced. Such individual stories bring home the devastating pain experienced after a death and the real difference our volunteers make.

I feel privileged to take on the role of Chief Executive, particularly with our Golden Jubilee in 2009. It is a time to celebrate our past and look to our future.

Cruse has changed significantly over our 50 years to meet the needs of bereaved people. What hasn't changed is the passion and commitment of our volunteers and staff. Last year just under 60,000 bereaved people contacted our Area/Branch network, with another 23,000 referrals from professionals. We see more and more people, with over 30,000 receiving face-to-face support. Our volunteers donated over half a million hours of their time.

More calls to our national helpline came from people needing immediate help – a woman suicidal following the death of her child; a widow who couldn't afford her husband's funeral; and calls from health professionals, police officers and teachers. All received support from our skilled helpline volunteers and staff.

Cruse is the UK's leading provider of bereavement support for children. We helped more children last year than ever before. The RD4U website had a quarter of a million users.

Cruse is a significant resource for the health sector, with 52% of referrals coming from GPs and other health care professionals. Our training and

consultancy is in great demand from many working with bereaved people and our expertise continues to inform policy development.

Cruse welcomes partnership working. Collaboration with the Bereavement Services Association on the Bereavement Pathways project, funded by the Department of Health, explores how the NHS and community sector can work better together to help bereaved people to bridge the transition from hospital to community-based services. An investment from Futurebuilders will enable us to develop more Service Level Agreements with public sector bodies and to improve our support to management volunteers.

We are committed to reaching many more people, to extending coverage and reaching out to under-represented groups. Our service development will help ensure that all bereaved people can get high quality support, wherever and whenever needed. The government's End of Life Care Strategy and the vision of



England's Strategic Health Authorities; the development of a Bereavement Care Strategy in Northern Ireland; and ministerial support for the work of Cruse Cymru; all these demonstrate clear recognition of the impact of bereavement – and the value of appropriate support. We urge that this should be reflected in commissioners' priorities. There are over 500,000 deaths annually in the UK. For every life ended, countless more will never be the same again. Bereaved people face a challenging, often desperate, journey but one they do not need to face alone. I thank each and every one of our volunteers and staff for what they bring to Cruse.

Our history is inspiring and our future exciting.

D.A. Wee

CHILDREN AND YOUNG PEOPLE

Our Work

The way young people, bereaved as children, cope with grief sometimes means they – more than others – need help. RD4U.org.uk is the website set up by Cruse in 2002 to give children and young people themselves a place to express their feelings, and to support one another by sharing and exchanging their experiences. There is a freephone helpline and email support, and through the message boards they can also respond to one another with some of their own wisdom and knowledge.

Over the past year, more than 1,500 messages have been published on RD4U. These are anything from a brief one liner to a whole story about grief and bereavement. As well as the message boards, there are different ways the young writers can express themselves: through lads' stories, in the timeline, with poetry and also by sending images for a picture gallery. The messages are often touching and inspiring in equal measure, and clearly they help. Feedback commonly tells us things like this: "I go on it to get all my feelings out"; and "I now know that I am not alone with what is happening to me".

RD4U works widely for bereaved children and families. As well as the messages, it

is greatly visited and viewed. Over a 12 month period, there are around a quarter of a million recorded users. In a typical month the most visited areas of the website are in the interactive zone, with the poems usually coming up top in the number of visits. The fun section with the games is also very popular, as is the section for Lads' Stories. However, the most frequent postings made by users occur in the timeline and on the message boards, both as new messages and replies to messages.

"I once typed in 'My Dad died' into google and this site came up, ever since I first came here, I have found empowerment, not only through communicating my feelings at the sudden loss of my dad, but

also in responding to others who are feeling the pain."

"My mum showed me this site and other ones when my brother died in march last year, because i blocked myself from the world and would not talk to anyone. She tried me on counselling as well but it did not work. This was the only thing that did."

For some children, poetry expresses what they feel. This poem, daddy, is from Sophie

DADDY I JUST WANTED TO SAY:

You wrote your name in the clouds but the wind blew it away,

you wrote your name in the sand but the waves washed it away,

you wrote your name in my heart and forever it will stay.

*ill love you always daddy R.I.P. x x x x x x x
x x x x x*

As well as this important online resource of RD4U, Cruse works face to face with children, with their families, and through



Volunteer Anjana, at work on the central helpline

When I was 8 my dad died of cancer, I'm now 14. It may be hard to believe but I am still struggling to come to terms with it. I was a real daddy's girl and I hate him not being here."



Members of the Youth Action Group in Northern Ireland

schools. Jane Dawe and Margaret Ginger are experienced Cruse Bereavement Volunteers with some 16 years' experience and they co-ordinate the Children's Team in Cambridge Branch. They and the rest of their team work with children and families, and in the last year Jane and Margaret have been going into schools across East Anglia, often via the PHSE (Personal, Health and Social Education) curriculum. "We're very pleased to see that schools consider bereavement to be educational and a topic that it is useful to talk about," says Margaret. "We have been doing short sessions in Years Nine and Ten. We're delighted to be part of that because bereavement does happen in children's

lives and this opens up the topic."

Margaret and Jane have also been to staff groups and teacher training days, sometimes as the result of a death in the school when they have run drop-in sessions for teachers, children and parents. Comments Margaret: "It has all been very well received."

Cruse also offers student placements and encourages younger volunteers, like Anjana (photo), on its central helplines, where calls come through from RD4U users.

In Northern Ireland, funding has seen the development of a Youth Action Group (YAG) with young volunteers who have known bereavement in their own lives.

This group has been working with MPs and Peers to raise awareness of bereavement issues, in partnership with the Child Bereavement Network and its project Grief Matters for Children. As very much the experts in the issue, this Youth Action Group is also making a film on how best to support bereaved young people, highlighting how bereavement affects children.

Stef Davidson, currently a student teacher in London, is one of the group and explains her involvement. "I initially became interested when I was approached to see if I wanted to join YAG. The reason I agreed was because I suffered two bereavements as a youngster (one at eight and one at 19) and never sought any counselling. Doing this on my own was probably not the best decision I could have made, so I wanted to get on board with Cruse to try to help publicise their work for young people, so that others didn't have to suffer through it alone. It was also a great opportunity for me to meet others who have had similar pasts, as whilst friends are incredible, the 'I know how you feel' doesn't quite work if people have never suffered a bereavement. Working with Cruse allowed me to demystify my own bereavements and try to help others, which has been crucial in my moving forward."

And to finish, two messages that underline Stef's experiences.

The first is from the RD4U time line:

"My Dad died just over six years ago. I found it very difficult to cope with when the first Christmas came since he had died and obviously he was not there. I looked to Cruse to help me and so they did. I had counselling for a bit and this really helped me to deal with my Dad's death. This inspired me to train as a Cruse Volunteer and I now pass on the valuable life experience and training I have to other, as I was, distressed people."

The second came as a comment via the online feedback form: *"I think this is a great site, I've not been able to get losing people out of my system for a long time. Reading about things & being given the chance to tell people has already started to make me feel better."*

REPORT OF COUNCIL AND FINANCIAL STATEMENTS

For the year ended 31 March 2008 for Cruse Bereavement Care



In this report the Trustees of Cruse Bereavement Care present its activities, governance, achievements and finances for the year ended 31 March 2008. The audited accounts comply with current statutory requirements and best practice.

Cruse Bereavement Care Limited was incorporated on 5 October 1959 and registered with the Charity Commission (Registration Number 208078) during 1959.

PRINCIPAL ACTIVITIES

Cruse Bereavement Care aims to promote the well-being of bereaved people and to enable anyone suffering a bereavement to understand their grief and cope with their loss. The charity pursues these aims through two principal lines of activity:

- The provision of support to people who have suffered bereavement, delivered through a nationwide network of trained Bereavement Volunteers and through its National Helpline.
- Work designed to raise awareness of the needs of bereaved people and to promote their interests.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Through its network of 137 local services in England, Wales and Northern Ireland, the charity provides support to individuals who have suffered bereavement. Under a Development Plan scheduled for completion in 2009, local Branches are progressively combining to form larger Areas. The Areas and Branches are organised into ten larger groupings – Wales, Northern Ireland and eight Regions in England.

At 1 April 2008, when a new Chief Executive was appointed, the central team was restructured. The Chief Executive combines her role with that of Director of Services. The other Directors are responsible for Finance and Administration; Fundraising and Partnerships; Wales; and Northern Ireland. Together with the Deputy Director of Services they form a Directorate which is responsible for the operational management of the charity.

The central team under the management of the Directorate provides support to the network of Regions, Areas and Branches; runs the National Helpline; and it is mainly responsible for the charity's work on public policy issues.

The Council Members, who are the Trustees of the charity and Directors of the Company, are co-opted by Council or, in the case of those who represent Wales, Northern Ireland and the English Regions, elected by the Company Members in their Nation or Region. All are formally elected at the Annual General Meeting.

Co-opted Council Members are recruited from both outside and within Cruse Bereavement Care. A Trustee Appointments Committee is primarily responsible for the recruitment of co-opted Members. It aims to ensure that Council has an appropriate blend of the skills and expertise needed for oversight of the charity's affairs, and also undertakes succession planning and appraisal of Trustee performance. New Council Members receive appropriate induction.

The Council of Cruse Bereavement Care meets on four occasions each year, and its Members also attend a meeting devoted specifically to longer-term strategic planning in which the Chairs of Wales, Northern Ireland and the English Regions and senior members of staff also participate.

Between full meetings of Council, its business is delegated to the Executive

Committee, which comprises the charity's Officers (the Chair, two Vice Chairs and Treasurer) and two other Council Members. The Executive Committee meets formally at intervals of between six to eight weeks, with the Chief Executive and relevant members of the Directorate in attendance.

Other sub-Committees of Council include the Client Services Committee, which is responsible for oversight of the range and quality of the charity's services; the Organisational Development Committee, which is primarily concerned with Area Development, commissioning and accessibility; the Training Committee; and the Trustee Appointments Committee. All sub-Committees, including the Executive Committee, put recommendations on significant issues to Council for formal decision.

Council oversees the management of risk in Cruse Bereavement Care through a business planning process. The charity's strategic priorities for the coming years form the basis for Business Plans, which are prepared for the organisation as a whole and for its constituent Nations and Regions. Periodically Council reviews progress

against the objectives in those plans. Monthly management accounts are prepared in order to monitor progress against the Annual Budget. A Risk Register is maintained and formally reviewed annually by full Council and by the Executive Committee. The key risk identified is developing sustainable funding to meet the unfulfilled demand for our services from bereaved people.

OBJECTIVES AND ACTIVITIES

Cruse's first objective is to provide direct support to people who have suffered bereavement. In pursuing this goal, it aims to be accessible to all bereaved people in all sections of the community. It recognises that the needs of bereaved people will vary and that their preferred means of access to help have become more diverse in a fast-changing world.

To meet this variety of need, Cruse employs a service model which provides the different kinds of help that its clients may require, encompassing one-to-one support, bereavement support groups, bereavement counselling, telephone support, information and literature, and practical help connected with a death. Bereaved people can reach Cruse locally, through our National Helpline or via our website. Our service for bereaved children and young people includes a dedicated website, RD4U, with a facility to contact Cruse by message board or email.

Cruse's services to bereaved people are provided by over 5,500 Bereavement

Volunteers throughout England, Wales and Northern Ireland. To maintain the quality of bereavement care to which Cruse constantly aspires, we have to recruit high quality volunteers, provide them with first class training and ensure that they receive skilled supervision, so that they are adequately supported in their work.

The delivery of Cruse services in the network of Areas and Branches is supported by approximately 124 permanent staff. Of these only 14 are located in the central team, which provides specialist support on both client service and operational matters.

Cruse pursues its second objective, to raise awareness of the needs of bereaved people through:

- Publication of **Bereavement Care**, a periodical which fosters best practice in the field.
- Organisation of conferences and external training events at both national and local levels.
- Working with Government Departments and other relevant agencies on issues of public policy affecting bereaved people.

ACHIEVEMENTS AND PERFORMANCE

Cruse Bereavement Care has eight strategic priorities, which are defined under four headings – Our Clients, Our People, Our Funders and Our Charity. These are used as a framework for

practical actions which are designed to move Cruse towards achievement of our long term goals and form the basis of our report of the past year's achievements and progress.

Our Clients

1 To make Cruse accessible to a wider client base.

The network of Cruse Areas and Branches received over 80,000 enquiries in the year and provided longer term support to over 30,000 people.

Demand for the services of the National Helpline has again been high. Approximately 1,000 calls per month were answered and a total of 4,500 emails received. Critically this service enables us to support clients in places where there is no local bereavement service.

Work with bereaved children remains at a high level, and during the year the website for children and young people, RD4U, had 250,000 users.

Cruse continues to work with bereaved people in prisons, and a project in Northern Ireland is identifying lessons applicable to bereavement support work in the rest of the country.

Progress has been made in Cruse's efforts to extend its reach in deprived inner city areas. A new service was established in Kirklees during the year and good progress made towards establishing Cruse in Lambeth.

2 To improve our evaluation of Cruse services

Work continues on a revision of the format, content and methodology of our client evaluation procedures in order to ensure that there is accurate feedback on the effectiveness of our services to clients and that steps are taken to achieve any necessary improvement.

Our People

3 To recruit and retain Cruse Volunteers from a wider base.

Our new foundation training course *Awareness in Bereavement Care* has quickly become established. The option (taken up by 60% of trainees) to obtain OCNW certification on successful completion of the course is attracting new volunteers.

4 To provide opportunities for continuing professional development for all Cruse volunteers and staff.

Considerable progress on new training programmes has been made during the past year. All new volunteers are required, as part of their foundation training, to complete additional modules on childhood bereavement and traumatic death.

New disaster response training has been successfully piloted. A range of courses is under development including training on bereavement through suicide, mental

health awareness and diversity, and training for management volunteers.

Our Funders

5 To raise Cruse's profile and make potential funders more aware of our services.

During the year various events were held to improve awareness of Cruse's work and its funding requirements. A reception at the House of Lords was attended by over 100 people, including the Speaker and a number of Members of Parliament as well as many of our main funders and partners.

In November 2007 Cruse organised a successful charity performance of Mozart's *Zaide* staged by Trinity College of Music at St John's Smith Square, followed by a dinner for 100 guests.

The Birmingham Area celebrated its 25th anniversary with a reception at the city's Council House, which was attended by the Lord Mayor and over 300 people.

Cruse continues to respond to frequent requests for comment from the media on bereavement issues, often in the wake of tragic deaths which attract media attention.

6 To ensure a diverse range of funding sources with increasing reliance on contracted income.

During recent years there has been a decline in the availability of funding from Central Government sources and

from the Lottery. In response to this trend Cruse has stepped up its efforts to secure funding from Local Authorities and Primary Care Trusts under Service Level Agreements.

The impact of this initiative is reflected in the accounts in grants of £369,000 from Local Authorities (£296,000 in 2007) and £464,000 from Primary Care Trusts (£382,000 in 2007).

Since the end of the year Cruse has successfully applied to Futurebuilders England for a grant and loan, which will provide the working capital to enable us to employ two managers dedicated to securing further commissioning arrangements between Cruse services and public sector bodies in England.

A grant from the Department of Health has been awarded to Cruse to enable it to extend its services to military families and develop specialist training for Cruse volunteers and armed services personnel working in partnership.

Our Charity

7 To create a more cohesive organisation working together, nationally and locally, to achieve priorities.

The programme to administer our local services by forming Areas covering several existing Branches is important to the promotion of the Cruse service model. The existence of

larger units will make it easier to provide the full range of Cruse services, making more effective use of volunteers' talents and energy. During the past year the programme of Area development has progressed so that to date 16 Areas have been formed, and it is planned that the process will be completed by 2009.

Since the end of the year a new post of Area Support Manager has been established in Central Office specifically to respond to enquiries from the network of local services.

8 To promote the expertise of Cruse as a thought leader and enhance its influence on those working with bereaved people.

The Bereavement Pathways project, undertaken in partnership with the Bereavement Services Association and funded by the Department of Health, is designed to identify ways in which the NHS and the community can better support bereaved people in making the transition from hospital to community-based services.

In addition to these activities, which have been undertaken by the central team, many Regions, Areas and Branches of Cruse arranged conferences, both to raise funds and to encourage increased awareness and expertise among those who give support to bereaved people.

FINANCIAL REVIEW

Income for the year was £3.32million, an increase of 7% over the previous year. The increase was primarily attributable to higher levels of grant from Primary Care Trusts and Local Authorities and improved surpluses on fundraising projects.

Nevertheless there was a deficit for the year of £97,000, compared with a deficit of £144,000 in the previous year. In order to maintain our services and preserve the flexibility of our response to local needs, Cruse has arranged an overdraft facility the terms of which were reconfirmed in September 2008.

As a result Total Reserves fell to £2,803,522 and Free Reserves to £1,626,251, which represents 47% of annual expenditure. Our strategy is to target reserves at a level of 75% of annual expenditure.

The Restricted Fund balance as at 31 March 2008 was £2,019,181 (2007: £1,888,390). The Revaluation Reserve balance as at 31 March 2008 was £249,498 (2007: £254,590). The Unrestricted Fund balance as at 31 March 2008 was £534,843 (2007: £757,700). No funds are held on behalf of others.

During the year a number of fraudulent attempts were made against Cruse funds. Thanks to the vigilance of our staff and volunteers applying our internal control procedures and the assistance of our Bankers no losses were suffered by Cruse.

Cruse's policy is for cash balances to be held at Banks with long term rating of at least AA- and short term ratings of at least F-1. During the current financial market instability the position is being monitored at least weekly.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the income and

expenditure of the company for that period. In preparing those financial statements, the directors are required to:

- Select suitable accounting policies and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping

proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITORS

The Auditors, MacIntyre Hudson, will be proposed for reappointment in

accordance with Section 385 of the Companies Act 1985.

By Order of Council

Nigel Tricker
Chair

Richard D. Clarke
Honorary Treasurer

James McCormack
Company Secretary

Unit 0.1, One Victoria Villas,
Richmond TW9 2GW

INDEPENDENT AUDITORS' REPORT TO CRUSE BEREAVEMENT CARE

We have audited the financial statements of Cruse Bereavement Care for the year ended 31 March 2008 which comprise the Statement of Financial Activities, the Balance Sheet, the Income and Expenditure Account, the Cashflow statement and the related notes.

This report is made solely to the company, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company those matters we are required to state to it in an auditors' 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 company, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

The directors' responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards are set out in the

Statement of Directors' Responsibilities.

We have been appointed as auditors under the Companies Act 1985 and the Charities Act 1993 and report in accordance with regulations made under both Acts. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 and the Charities Act 1993. We also report to you if, in our opinion, The Report of Council is consistent with the financial statements, if the company has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read other information contained in The Report of Council, and consider whether it is consistent with the audited financial statements. We consider the implications for

our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any information beyond that referred to in this paragraph.

BASIS OF OPINION

We conducted our audit in accordance with International Standards on Auditing issued by the Auditing Practices Board and the provisions of the Charities Statement of Recommended Practice. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give

reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 31 March 2008 and of its deficit for the year then ended and have been properly prepared in accordance with the Companies Act 1985 and the Charities Act 1993. In our opinion the information contained in the Report of Council is consistent with the financial statements.

MACINTYRE HUDSON LLP

Chartered Accountants
Registered Auditor
New Bridge House
30-34 New Bridge Street
London EC4V 6BJ

30 October 2008

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2008

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2008 £	Total Funds 2007 £
INCOMING RESOURCES					
Incoming resources from generated funds:					
<i>Voluntary income:</i>					
Donations		152,387	781,694	934,081	979,906
Legacies		12,262	56,222	68,484	59,331
<i>Activities for generating funds:</i>					
Fundraising projects		5,710	203,769	209,479	146,860
Sale of publications & literature		53,348	5,986	59,334	56,364
Deposit interest		1,814	73,437	75,251	61,427
Income resources from charitable activities:					
Grants received	8	83,630	1,438,389	1,522,019	1,390,593
Income from training & conferences		96,632	297,542	394,174	332,528
Subscriptions		–	12,574	12,574	15,022
Sundry income		4,152	44,580	48,732	48,296
Total Incoming Resources		<u>409,935</u>	<u>2,914,193</u>	<u>3,324,128</u>	<u>3,090,327</u>
RESOURCES EXPENDED					
Costs of generating funds					
Fundraising & Marketing		135,605	24,088	159,693	169,905
Charitable activities					
Bereavement Support Services		403,901	2,582,327	2,986,228	2,789,498
Policy Work		81,468	57,705	139,173	134,866
Allocation of indirect costs between funds	7	(124,374)	124,374	–	–
Governance costs		136,191	–	136,191	140,102
Total Resources Expended	15	<u>632,791</u>	<u>2,788,494</u>	<u>3,421,285</u>	<u>3,234,371</u>
Net Incoming/(Outgoing) Resources before Transfers		<u>(222,856)</u>	<u>125,699</u>	<u>(97,157)</u>	<u>(144,044)</u>
Transfers between funds		–	–	–	–
Net Movement in Funds		<u>(222,856)</u>	<u>125,699</u>	<u>(97,157)</u>	<u>(144,044)</u>
Gain on disposal of freehold property		–	–	–	341,980
Unrealised gain on property revaluation		–	–	–	216,469
Balances brought forward at 1 April 2007		<u>757,699</u>	<u>2,142,980</u>	<u>2,900,679</u>	<u>2,486,274</u>
Balances carried forward at 31 March 2008		<u>£534,843</u>	<u>£2,268,679</u>	<u>£2,803,522</u>	<u>£2,900,679</u>

The notes on pages 11 to 15 form part of these financial statements.

BALANCE SHEET 31 MARCH 2008

	Notes	2008 £	2007 £
FIXED ASSETS			
Tangible assets	3	1,172,939	1,132,826
CURRENT ASSETS			
Stock - Publications and other items for resale		12,091	11,163
Debtors	4	268,238	202,663
Cash at bank and in hand		1,953,286	1,956,709
		<u>2,233,615</u>	<u>2,170,535</u>
CREDITORS			
Amounts falling due within one year	5	(512,139)	(402,682)
Bank overdraft		(90,893)	-
		<u>(603,032)</u>	<u>(402,682)</u>
NET CURRENT ASSETS		<u>1,630,583</u>	<u>1,767,853</u>
		<u>£2,803,522</u>	<u>£2,900,679</u>
RESERVES			
Restricted Funds	7	2,019,181	1,888,390
Revaluation Reserve	7	249,498	254,590
Unrestricted Funds	7	534,843	757,699
Total funds	7	<u>£2,803,522</u>	<u>£2,900,679</u>

Approved by the Board of Directors on 30 October 2008 and signed on its behalf by:

CHAIRMAN **Nigel Tricker**

TREASURER **Richard D Clarke**

The notes on pages 11 to 15 form part of these financial statements.

INCOME AND EXPENDITURE ACCOUNT YEAR ENDED 31 MARCH 2008

	2008 £	2007 £
Income	3,324,128	3,090,327
Operating costs	<u>3,421,285</u>	<u>3,234,371</u>
Net income for the year before revaluations	(97,157)	(144,044)
Gain on disposal of freehold property	-	341,980
Unrealised Gain on property revaluation	-	216,469
	<u>(97,157)</u>	<u>414,405</u>
Appropriations to: Restricted Funds	<u>(130,791)</u>	<u>(59,804)</u>
Net income carried forward to Unrestricted Funds	<u>£(227,948)</u>	<u>£354,601</u>

All of the company's operations are classed as continuing.
A statement of the movement on funds appears in note 7

CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2008

	Notes	2008 £	2007 £
NET CASH INFLOW / (OUTFLOW) FROM OPERATING ACTIVITIES	10	(90,674)	(175,623)
RETURNS FROM INVESTMENT AND SERVICING OF FINANCE			
Interest received		<u>75,251</u>	<u>61,427</u>
NET CASH INFLOW FROM RETURNS ON INVESTMENTS AND SERVICING OF FINANCE		<u>75,251</u>	<u>61,427</u>
INVESTING ACTIVITIES			
Disposal of freehold property		-	601,680
Purchase of tangible fixed assets	3	<u>(78,893)</u>	<u>(683,178)</u>
NET CASH (OUTFLOW) FROM INVESTING ACTIVITIES		<u>(78,893)</u>	<u>(81,498)</u>
NET CASH INFLOW / (OUTFLOW)	11a	<u>£(94,316)</u>	<u>£(195,694)</u>
INCREASE / (DECREASE) IN CASH	11b	<u>£(94,316)</u>	<u>£(195,694)</u>

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2008

1. ACCOUNTING POLICIES

The principal accounting policies which are adopted in the preparation of the financial statements are set out below.

(a) Basis of accounting

These financial statements combine the accounts of all funds and areas\branches which are governed by the Trust deed. The financial statements have been prepared under the historical cost convention as modified by the revaluation of freehold properties. The financial statements have also been prepared in accordance with the Statement of Recommended Practice "Accounting by Charities".

(b) Fixed Assets and Depreciation

Tangible fixed assets are capitalised at cost and depreciation is provided to write off the cost in equal annual instalments at the following rates:

Office equipment	20%
Office furniture	10%
Freehold property	2%
Leasehold property	2%

(c) Stock

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(d) Income

All income is recognised on the basis of amounts receivable in the year.

(e) Pensions

The pension plan for employees is a defined contribution scheme. Consequently, the annual instalments charged to the income and expenditure account are fixed under the terms of the scheme and there is no potential liability other than for the payment of those instalments.

(f) Areas/Branches

The assets, liabilities, income and expenditure of Areas/Branches are accounted for as restricted funds of the charity.

(g) Operating leases

Rentals payable under operating leases are charged to the Income and Expenditure account on a straight line basis over the period of the lease.

(h) Fund accounting

- (i) The charity's general funds consist of funds which the charity may use for its purposes at its discretion.
- (ii) The charity's restricted funds are those where the donor has imposed restrictions on the use of the funds which are legally binding. Details of the funds and of the restrictions are in note 7. The assets and liabilities of the Areas/Branches are treated as restricted funds.

(i) Voluntary income

- (i) All voluntary income is included in income on receipt, except where the donor requires the sum to be invested to provide income for the charity's purposes, in which case it is treated as an endowment.
- (ii) Donations under gift aid together with the associated income tax recovery are recognised as income when the donation is received.
- (iii) Legacies receivable are credited to income immediately in accordance with SORP 2005.
- (iv) Grants receivable are credited to income immediately.

(j) Resources expended

Expenditure is recognised when a liability is incurred.

- (i) Costs of generating funds are those costs incurred in attracting voluntary income including the costs of advertising for funds and costs incurred in trading activities that raise funds.

- (ii) Charitable activities include expenditure associated with the delivery of bereavement support, training & education and policy work and include both the direct costs and support costs relating to these activities.
- (iii) Governance costs include those costs incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.
- (iv) Support costs incurred by Central Office and National/Regional Offices have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. staff costs by the time spent.

(k) Netting of income and expenditure

Expenditure on fundraising events is netted off against funds raised.

2. OPERATING PROFIT/(LOSS)

Operating profit/(loss) is stated after charging:	2008 £	2007 £
Director's emoluments	—	—
Depreciation of owned fixed assets	38,780	33,226
Operating lease rentals	132,565	135,162
Auditors' Fees - as auditors	7,000	7,000
Auditors' Fees - for other services provided	4,187	4,078

3. TANGIBLE FIXED ASSETS	Leasehold Property £	Freehold Properties £	Office Furniture £	Office Equipment £	Total £
Cost or valuation					
At 1 April 2007	630,602	440,000	57,396	121,435	1,249,433
Additions	49,339	–	7,385	22,169	78,893
Disposals	–	–	(701)	(8,987)	(9,688)
31 March 2008	679,941	440,000	64,080	134,617	1,318,638
Depreciation:					
1 April 2007	6,112	0	28,578	81,917	116,607
Charge for year	7,099	8,800	5,473	17,408	38,780
Disposals	–	–	(701)	(8,987)	(9,688)
31 March 2008	13,211	8,800	33,350	90,338	145,699
Net book value:					
31 March 2008	£666,730	£431,200	£30,730	£44,279	£1,172,939
31 March 2007	£624,490	£440,000	£28,818	£39,518	£1,132,826

The freehold property held by Belfast Branch was revalued on 31 March 2007 by McQuids Commercial and Residential Property Consultants on an open market value basis in accordance with guidelines issued by the Royal Institution of Chartered Surveyors. The historical cost of freehold properties included at valuation is £228,342 (2007: £233,002). The net book value at 31 March 2008 represents fixed assets used for:

Direct charitable purposes:

Bereavement support	315,755	431,200	21,522	31,065	799,542
Policy work	92,322	–	2,426	3,477	98,225
	408,077	431,200	23,948	34,542	897,767

Other purposes:

Fundraising and marketing	147,547	–	3,868	5,555	156,970
Governance	111,106	–	2,914	4,182	118,202
	258,653	–	6,782	9,737	275,172
	£666,730	£431,200	£30,730	£44,279	£1,172,939

4. DEBTORS - due within one year	2008 £	2007 £
Trade debtors	33,244	19,374
Other debtors	209,393	168,917
Prepayments	25,601	14,372
	£268,238	£202,663

5. CREDITORS - due within one year	2008 £	2007 £
Trade creditors	238,340	175,887
Subscriptions received in advance	11,189	9,921
Other taxation and social security	65,403	28,540
Other creditors	69,378	10,439
Accruals	127,829	177,895
	£512,139	£402,682

6. OPERATING LEASE COMMITMENTS

At 31 March 2008 the following annual commitments under non-cancellable operating leases existed:

Operating leases which expire:

	Property		Office Equipment and Motor Vehicles	
	2008 £	2007 £	2008 £	2007 £
Within one year	21,308	36,639	1,674	1,399
Within two to five years	64,425	37,038	10,134	9,760
Over five years	11,250	12,932	–	–
	£96,983	£86,609	£11,808	£11,159

7. RESERVES

Restricted Funds Branch/Area/Region/Nation Funds	Balance	Income	Distributions and	Movement	Transfer	Balance	Represented by		Total
	1.4.07		Expenditure	between	(to)/from		31.3.08	Fixed	
	£	£	£	£	£	£	Assets	Funds	£
Eastern Region	7,336	300	(477)	2,000	–	9,159	–	9,159	9,159
Eastern Areas & Branches	167,961	201,084	(162,539)	(19,797)	–	186,709	1,331	185,378	186,709
East Midlands Region	7,188	5,800	(4,636)	2,000	–	10,352	–	10,352	10,352
East Midlands Areas & Branches	89,104	120,127	(127,234)	(12,343)	–	69,654	–	69,654	69,654
North East Region	13,752	23,743	(26,392)	2,500	–	13,603	–	13,603	13,603
North East Areas & Branches	19,193	136,293	(104,714)	(3,508)	–	47,264	–	47,264	47,264
Northern Ireland	61,522	261,567	(263,655)	7,912	–	67,346	–	67,346	67,346
Northern Ireland Areas & Branches	361,701	251,075	(249,709)	(10,110)	5,092	358,049	186,258	171,791	358,049
North West Region	3,571	69	(19)	2,000	–	5,621	–	5,621	5,621
North West Areas & Branches	58,618	89,464	(83,740)	(7,422)	–	56,920	1,111	55,809	56,920
South East Region	11,913	1,786	(4,536)	1,280	–	10,443	–	10,443	10,443
London Areas & Branches	84,460	164,624	(156,533)	(10,363)	–	82,188	532	81,656	82,188
South East Areas & Branches	401,531	389,600	(327,964)	(37,187)	–	425,980	4,602	421,378	425,980
South West Region	11,996	5,470	(7,593)	2,925	–	12,798	–	12,798	12,798
South West Areas & Branches	212,847	346,520	(285,499)	(21,689)	–	252,179	4,584	247,595	252,179
Wales	37,263	89,528	(101,444)	8,690	–	34,037	–	34,037	34,037
Wales Areas & Branches	97,161	273,142	(252,026)	(13,613)	–	104,664	1,049	103,615	104,664
West Midlands Region	11,642	6,735	(8,289)	2,900	–	12,988	–	12,988	12,988
West Midlands Areas & Branches	117,158	329,792	(301,618)	(13,330)	–	132,002	8,143	123,859	132,002
Yorkshire & The Humber Region	14,250	14,133	(20,887)	9,608	–	17,104	714	16,390	17,104
Yorkshire & The Humber Areas & Branches	94,064	203,168	(174,616)	(16,827)	–	105,789	1,017	104,772	105,789
	1,884,231	2,914,020	(2,664,120)	(124,374)	5,092	2,014,849	209,341	1,805,508	2,014,849
Agnes Whitaker Fund	4,159	173	–	–	–	4,332	–	4,332	4,332
	1,888,390	2,914,193	(2,664,120)	(124,374)	5,092	2,019,181	209,341	1,809,840	2,019,181
Unrestricted Funds									
Central Office	757,699	409,935	(757,165)	124,374	–	534,843	714,100	(179,257)	534,843
Revaluation Reserve	254,590	–	–	–	(5,092)	249,498	249,498	–	249,498
Total Reserves	£2,900,679	£3,324,128	£(3,421,285)	–	–	£2,803,522	£1,172,939	£1,630,583	£2,803,522

Restricted funds represent funds from which the use of income is restricted for specific purposes. Branch/Area/Region/Nation funds are regarded as restricted for usage within their local area. Funds are specific to individual Branches/Areas/Regions/Nations, however these have been summarised by Nation/Region for the above purposes. The movement between funds includes costs incurred centrally to enable the Branches/Areas to conduct their activity including the provision of support and literature. These costs have been shown as part of the allocation of indirect costs between funds on page 9.

8. GRANTS RECEIVED

	2008	2007
	£	£
Local Authorities	369,741	296,782
Local Health Authorities	272,102	273,225
Primary Care Trusts	464,842	382,397
Department of Health	83,630	44,000
Wales Assembly Government	86,074	86,750
Northern Ireland DHSS & PS	49,939	48,721
Community Volunteering Scheme	55,879	–
Other	75,845	90,376
Community Fund/Big Lottery	63,967	168,342
	<u>£1,522,019</u>	<u>£1,390,593</u>

9. EMPLOYEES

	2008	2007
	£	£
Salaries and wages	1,375,323	1,279,233
National Insurance costs	104,898	106,648
Pension costs	32,058	35,849
Benefits in kind	13,836	13,932
	<u>£1,526,115</u>	<u>£1,435,662</u>

The average weekly number of employees during the year was:

	2008	2007
	Full-time Equivalent	Full-time Equivalent
Central Team & Helpline	13	13
National/Regional staff	8	8
Branch/Area staff	43	44
	<u>64</u>	<u>65</u>

The average head count of employees (full-time and part-time) employed during the year was 124 (2007: 123).

During the year including pension contributions:

- Two employees earned in the range £40,000 - £45,000 (2007:1)
- One employee earned in the range £45,000 - £50,000 (2007:1)
- One employee earned in the range £60,000 - £65,000 (2007:1)
- No director received any remuneration during the year (2007: None)

Professional indemnity insurance premiums of £2,446 were paid in respect of directors, officers and employees.

10. NOTE TO THE CASH FLOW STATEMENT

Reconciliation of operating (deficit)/surplus to net cash (outflow)/inflow from operating activities	2008	2007
	£	£
Operating (Deficit)/surplus	(97,157)	(144,044)
Depreciation charges	38,780	33,226
(Increase)/Decrease in stocks	(928)	3,900
(Increase)/Decrease in debtors	(65,575)	(25,469)
(Decrease)/Increase in creditors	109,457	18,191
Interest received	(75,251)	(61,427)
NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES	<u>£(90,674)</u>	<u>£(175,623)</u>

11a. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

	2008	2007
	£	£
(Decrease)/Increase in cash in the period	(94,316)	(195,694)
Change in net funds resulting from cash flows	(94,316)	(195,694)
Net funds at 1 April 2007	1,956,709	2,152,403
Net funds at 31 March 2008	<u>£1,862,393</u>	<u>£1,956,709</u>

11b. ANALYSIS OF NET FUNDS

	At 1 April 2007	Cashflows	At 31 March 2008
Cash at bank and in hand	<u>£1,956,709</u>	<u>£(94,316)</u>	<u>£1,862,393</u>

12. RECONCILIATION OF MOVEMENTS ON TOTAL FUNDS

	2008	2007
	£	£
Funds at 1 April	2,900,679	2,486,274
Deficit for the year	(97,157)	(144,044)
Gain on disposal of freehold property	–	341,980
Unrealised gain on property revaluation	–	216,469
Total funds at 31 March	<u>£2,803,522</u>	<u>£2,900,679</u>

13. TRADING SUBSIDIARY

In the year to 31 March 2008 Cruse Bereavement Care Services Ltd made a profit of £595 (2007: £627).

14. ULTIMATE CONTROLLING PARTY

Ultimate control lies with the directors.

15. TOTAL RESOURCES EXPENDED

	Bereavement Support Services				Policy	Fundraising & Marketing	Governance	Total 2008	Total 2007
	Client Services	Training & Education	Monitoring & Evaluation	Sub total					
	£	£	£	£	£	£	£	£	£
Costs directly allocated to activities									
Advertising & Marketing	–	–	–	–	–	4,774	–	4,774	8,849
Annual Report	–	–	–	–	–	–	3,990	3,990	4,751
Audit Fee	4,187	–	–	4,187	–	–	7,000	11,187	11,078
Bank Charges & Overdraft Interest	1,732	656	575	2,963	504	818	543	4,828	1,762
Bereavement Pathways Project	–	15,027	–	15,027	–	–	–	15,027	–
Computer	1,812	1,879	1,704	5,395	1,487	2,465	1,648	10,995	12,485
Consultancy	–	1,910	–	1,910	–	–	–	1,910	6,991
Cost of training courses & conferences	–	266,420	–	266,420	–	–	–	266,420	256,597
Council & Committee Costs	–	–	–	–	–	–	20,916	20,916	20,969
Cruse News	–	12,334	–	12,334	–	–	–	12,334	12,377
Depreciation	21,558	3,057	2,732	27,347	2,384	3,952	2,641	36,324	31,070
General Expenses	88,424	4,782	2,967	96,173	2,730	3,297	1,911	104,111	94,352
Insurance	18,038	224	25	18,287	40	(93)	(100)	18,134	23,861
Legal & Professional Fees	300	881	–	1,181	–	–	6,284	7,465	2,689
Postage	38,736	4,140	3,024	45,900	2,714	3,843	2,413	54,870	55,401
Premises	359,615	8,755	4,290	372,660	4,117	3,554	1,594	381,925	334,648
Printing, Stationery & Publicity	103,225	8,030	3,607	114,862	3,523	2,546	915	121,846	113,726
Publications	10,725	27,159	–	37,884	–	–	–	37,884	42,871
Redundancy Costs	600	279	–	879	–	651	–	1,530	–
Re-location Costs	–	–	–	–	–	–	–	–	17,358
Repairs & Renewals	30,504	620	236	31,360	239	104	–	31,703	37,827
Staff & Volunteer ongoing training	–	193,035	–	193,035	–	–	–	193,035	175,010
Staff & Volunteer travel	334,585	18,528	8,966	362,079	8,626	7,273	3,184	381,162	356,440
Staff Costs	883,791	155,527	96,019	1,135,337	88,396	106,165	61,328	1,391,226	1,289,563
Support Groups	21,630	–	–	21,630	–	–	–	21,630	32,633
Support Helplines	–	–	–	–	–	–	–	–	1,214
Telephone & Fax	104,437	4,055	2,316	110,808	2,160	2,360	1,286	116,614	114,547
Youth Bereavement Service	6,252	–	–	6,252	–	–	–	6,252	1,443
Sub total	2,030,151	727,298	126,461	2,883,910	116,920	141,709	115,553	3,258,092	3,060,512
Support costs allocated to activities									
Bank Charges & Overdraft Interest	92	44	64	200	85	102	145	532	184
Computer	226	130	181	537	248	308	440	1,533	1,811
Depreciation	362	208	290	860	398	493	705	2,456	2,156
General Expenses	1,517	226	525	2,268	514	432	511	3,725	4,154
Insurance	149	2	30	181	14	(9)	(27)	159	405
Postage	1,000	230	433	1,663	484	491	644	3,282	3,302
Premises	3,563	326	1,016	4,905	843	499	425	6,672	5,407
Printing, Stationery & Publicity	3,494	275	947	4,716	745	373	244	6,078	5,478
Re-location Costs	–	–	–	–	–	–	–	–	3,164
Repairs & Renewals	299	18	75	392	54	18	–	464	–
Staff & Volunteer travel	7,619	682	2,155	10,456	1,775	1,027	849	14,107	12,218
Staff Costs	49,669	7,305	17,107	74,081	16,674	13,936	16,362	121,053	132,167
Telephone & Fax	1,424	176	455	2,055	419	315	343	3,132	3,413
	£2,099,565	£736,920	£149,739	£2,986,224	£139,173	£159,694	£136,194	£3,421,285	£3,234,371

OUR VOLUNTEERS

Our Strength

Who is a Cruse Volunteer?

There is no typical volunteer. We have over 5,500 volunteers – men and women from diverse backgrounds and all ages. Some have used Cruse themselves; others come to Cruse because they were not supported following the death of a loved one and know how painful this can be. Some come because they are counsellors or are undertaking counselling or social work training. Others have no formal qualifications but simply feel they want to help bereaved people.

Our youngest volunteers are the Youth Action Group (YAG) in Northern Ireland. These young people, all of whom have been bereaved, advise on the development of services for children and young people.

What our volunteers all share is a passion and commitment to support people at the worst time of their lives. They give people hope:

- Hope that one day they will be able to walk past the school without crying
- Hope that people will stop avoiding them
- Hope that one day life will get better

We can't take the pain away but we can be alongside a bereaved person and go on the bereavement journey with them, making a very real difference to the lives of hundreds of thousands of people.

Cruse relies on volunteer time, effort, skill and commitment for the services it provides to bereaved people. Our volunteers are a vital part of their communities.

So many roles and skills

As well as highly trained volunteers specialising in supporting bereaved people face to face and in groups, we also have our administrators, managers, supervisors, trainers, local, regional and

national chairs, Trustees and helpline volunteers, not to mention those who do specialist work with children and with inmates of prisons. Cruse volunteers are all highly valued and have opportunities to complete training, including the externally accredited *Awareness in Bereavement Care* course and a choice of courses and modules for continuing professional development.

Nancy Donnelly has been involved with Cruse for 31 years, all of it with the Birmingham Area where she was a founder member. What brought her into the organisation was the death of her husband in 1976. "I didn't need counselling as such," she remembers. "What I needed was the support of others like myself." Nancy did the Cruse training, which she also found a great help in dealing with her own circumstances. She discovered skills she didn't know she had. "I found I was good at working with people," she



Volunteer Janet, taking calls on the central helpline



The helpline at work



Volunteer Viv in dispatch



Volunteers in Birmingham

comments. Nancy has carried out many roles – giving support to bereaved people, running groups and now returning the annual statistics for this major Area. She appreciates the importance of this task providing the evidence of what Cruse does, which in turn supports funding applications. “I am very proud of this Area,” she says of Birmingham. “It provides a great service to the people of this city.”

Joyce Rimmer is another long-serving volunteer and founding member of Birmingham who has been Chair of the West Midlands Region and President of Birmingham Area, where she has been a trainer and is still a supervisor working with client contact bereavement volunteers. Her marriage to a widower with two small children only emphasised her own experiences of bereavement after losing her younger brother and her father, and as a hospital social work student and later a

probation officer working with many bereaved people. “We both – my husband and myself – felt the work Cruse did was essential, because he had no help at all as a widower in 1962,” Joyce recalls.

Janet Goodyer has worked on our national telephone helpline since its inception. She has been working voluntarily for Cruse for about 12 years. Originally in TV, she wanted something local, to regain confidence after being out of the workforce for some time. “I chose Cruse after learning about them and thinking that is an organisation I can work for,” says Janet. She started off in the office but later, following training, moved to the helpline because when it was introduced it was where she wanted to work, and it was very different. “I was working with the people themselves rather than supporting the charity,” Janet points out. “These people are courageous to make

that first call to Cruse. You have that responsibility, of taking that courage and helping them. It is very rewarding when perhaps you have opened a few doors and they can see a way through. Bereavement is universal; it happens to you, there is no choice. We can help people with making choices and this in itself helps people and empowers them.”

Vivien van Straubenzee has worked as a volunteer with Cruse since her retirement in the mid-1990s. She comes into Central Office in Richmond every Monday, and sometimes other days too. She spends her day efficiently dispatching books, publications and orders. Viv chose Cruse because it was local to where she lives, she likes the charity and she also liked the people. She already knew about Cruse, which started in Richmond in 1959 and celebrates its Golden Jubilee in 2009. Viv rarely misses her regular day in the office and is very much part of the

weekly flow of activity. It is largely thanks to her voluntary work that orders are dispatched so promptly.

Adam Page, 37 (sitting left in the photograph), is a “newcomer”, having become involved as a volunteer with Cruse about five years ago, when he was doing a degree in psychology. “That is all very scientific,” he says. “I felt I wanted to achieve a balance in my life and I was able to do some voluntary work. I had an interest in bereavement and I was drawn to Cruse.” Adam completed his training and induction to work face to face with bereaved people. “I was interested in developing my human side and sitting with people. I have found I really enjoy this and was pleased to find I was quite good at it! It is a rewarding thing to do – there is a satisfaction around helping people. And there are rewards being part of a big organisation with the extra training and the social aspect of knowing people



The Training Committee

There is no typical volunteer. We have over 5,500 volunteers – men and women from diverse backgrounds and all ages.

here – like a family.” Adam has gone on to become a Cruse trainer, delivering the *Awareness in Bereavement Care* Foundation Course.

Cruse is guided by Council and its six national committees – all volunteer-run. The Training Committee has been particularly busy revising and developing Cruse courses. There is now a modern *Awareness in Bereavement Care* Foundation Course to be completed by all volunteers with client contact, with additional courses for working with children and more specialist work. There are also additional modules that better equip our volunteers to undertake the work of Cruse. All this provides continuing professional development, and volunteers can also seek external certification with a nationally recognised body.

These national committee volunteers all have their own special skills to

contribute, often based on their own lives and working experiences. There is a real sense of progress and achievement about the work they do.

Malcolm Shorney, Committee Chair and Council member, has this to say: “I feel that this new training programme is something we can do really well for our volunteers. They can benefit from formal recognition for their studies should they want it, they can continue to acquire and build on skills and expertise should they wish to learn more, and the training is essential for our clients, to underpin the quality of the services we give them.”

Julie Ellison is a member of the Metropolitan Police Service. She has found that her experiences of 27 years as a police officer and 13 years with Cruse have proved mutually beneficial. “I felt that my life experiences and the work I did meant that I had the

resilience to be able to deal with other people’s issues,” she says. “And having had some counselling myself I believe in the power of speaking to people to help with a problem.” Julie has been able to draw on experiences in child protection and emergency planning in developing Cruse courses with the Training Committee. She heads up the Child Support Team for her local Cruse Branches of Bexley and Greenwich. “I often find my worlds collide,” she comments. “I find it very helpful too having a knowledge of the voluntary agencies, which can frequently give ongoing support. And I like being able to look at where I have moved someone from – knowing I have been involved in that movement, giving them the ability to move themselves forward.”

FUNDING Our Work

From time to time we are asked why we need to fundraise, given that our services are delivered by volunteers. It's a fair question, and the answer is that Cruse is a bit like a swan: the calm activity of supporting bereaved people is what you see on the surface, but underneath there's an awful lot going on that enables our volunteers to do what they do best, and relieve the suffering of anyone who has been bereaved.

In order to fund that activity – training volunteers, paying travel expenses, renting offices and equipment, paying administrative and management staff, developing new services, governing the charity – we have to raise funds at both a local and a national level. We do this in a huge variety of ways, from shaking a tin outside the local supermarket through to major applications to government departments and charitable trusts. Community fundraising – for example, golf days, sponsored abseils and charity runs – remains important in our Branches and Areas, and donations are always needed both locally and nationally, but increasingly we are looking to secure our income streams by negotiating with local authorities and

health providers. We aim to set in place contracts that ensure we are paid a fair sum for providing a public service: high-quality bereavement support available to all who need it, for no charge to the bereaved person.

We see these Service Level Agreements as vital to the future of Cruse, and we are delighted that Futurebuilders England, a £215m government-backed fund, is investing £460,000 in Cruse, most of it in the form of a long-term loan, to enable us to build up our capacity to deliver public services.

We continue to apply for funding to government departments, and a notable success this year was the grant of £200,000 over three years from the

Department of Health to develop our services for bereaved military and ex-military personnel and their families. We continue to make the case for Cruse to the many branches of government whose work is relevant to the needs of bereaved people.

Our activities in Northern Ireland continued to be supported by the NI Department of Health, Social Security and Public Safety and the Big Lottery Fund, while in Wales Cruse Cymru was supported by the Welsh Assembly Government and local Health Boards.

Partnerships with companies and organisations represent an important way forward for Cruse, with a notable example this year being the giant banking group, HBOS, whose insurance clients are receiving an enhanced service through easy access to Cruse literature. We have also been adopted as Charity of the Year by the Institute of Travel Management, and hope to benefit substantially from their generosity in the current year.





Community fundraising matters, and so do contracts with health providers

Our external training has gone from strength to strength in 2007-08, and has made a substantial contribution to our income. We are reaching an ever-wider audience of people and organisations that need to know about bereavement, and will be extending our marketing efforts further during the current year. Plans are underway to develop our highly successful internal training course, *Awareness in*

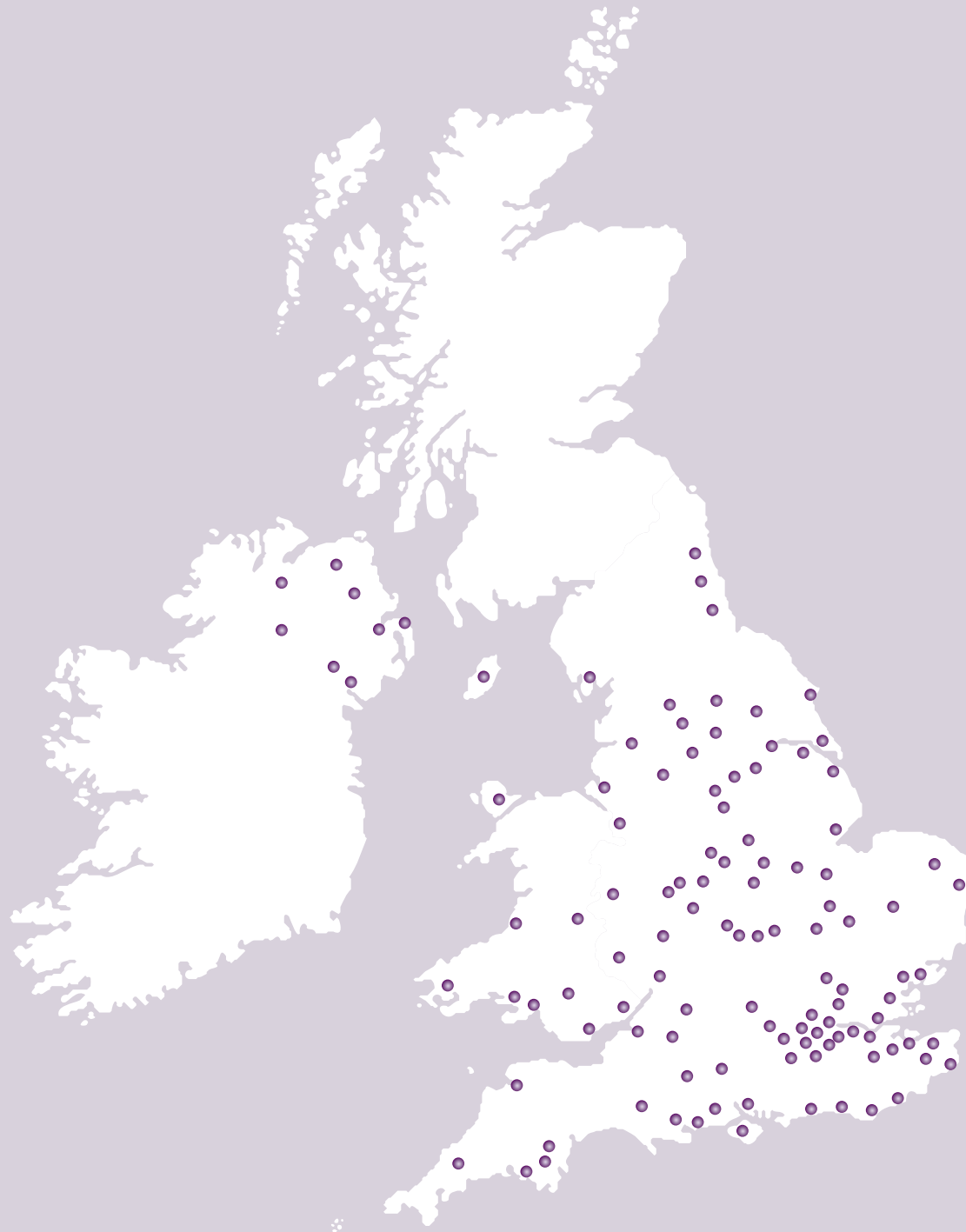
Bereavement Care, into a product that can be offered to external audiences, and we believe there is great potential here both for generating income and for spreading bereavement awareness.

A major focus for all of us in the coming year will be the Golden Jubilee, when we hope to raise our profile substantially and to encourage many more people to become active supporters and donors. Any help,

whether financial or in volunteer time, would be very welcome: you can donate online at www.cruse.org.uk or email us at fundraising@cruse.org.uk.

In addition to our volunteers, many of whom contribute financially as well as donating their time, we are grateful to our other major donors and supporters including:

- The Army Benevolent Fund
- Castle Cement Limited
- Department of Health
- Gallaher Group Plc
- The Garfield Weston Foundation
- Mrs CS Heber Percy Trust
- The Inman Charity
- Institute of Cemetery and Crematorium Management
- The James Weir Foundation
- The John Ellerman Foundation
- John Lewis Partnership
- The Joseph Strong Frazer Trust
- Peacock Charitable Trust
- Royal Athelstan Lodge



How to contact Cruse:

On the web:

www.cruse.org.uk

Go directly to www.cruse.org.uk/find_branch.html to find your nearest branch

Children and young people: www.RD4U.org.uk

By phone:

National Helpline: 0844 477 9400;
open 9.30am – 5pm Monday to Friday

Young persons' freephone helpline: 0808 808 1677

England: 020 8939 9530

Cruse Cymru: 029 2088 6913

Cruse Northern Ireland: 028 90 792419

Cruse Isle of Man: 01624 668192

For services in Scotland

Cruse Bereavement Care Scotland: 01738 444178

By post:

Cruse Bereavement Care,
PO Box 800, Richmond,
Surrey TW9 1RG

CRUSE BEREAVEMENT CARE

Helpline 0844 477 9400

Helpline@cruse.org.uk

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Work from the Intuitive
Painting workshop, held as
part of Cruse National
Conference 2008.