



Our Strategy 2013-18

Somewhere to turn when someone dies





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Introduction

This Strategic Plan sets out the direction for Cruse Bereavement Care over the five years from 2013 to 2018. It is no exaggeration to say that thousands in Cruse have contributed to the plan, by responding to a survey and other consultations.

This input has helped us answer the key questions: **What do we want Cruse to look like in five years? How will we get there?**

The strategy is the tool linking our vision and our mission to our plans at every level: National, Regional and Area/Branch. It won't be an easy journey, but the strategy has been developed taking into account some of the key challenges we face at the start of 2013.

We hope this plan will be useful to our volunteers, staff, patrons, funders and supporters of all kinds. Working together we can deliver a stronger organisation, and achieve our vision of all bereaved people having *somewhere to turn when someone dies*.

(front cover) Kirsty Holmes, fundraising for Cruse by walking the Great Wall of China, September 2012.

(left) Birmingham Area family support group.
(right) Lambeth Branch training session.



©Jacky Chapman

Cruse today

Cruse's vision is that all bereaved people have somewhere to turn when someone dies.

Bereavement affects everyone and its negative impact on our emotional, physical and mental health is well established. Nevertheless it can remain a taboo subject. Whilst many people do not need specialist help and support to enable them to understand and manage their grief, others do. There is a wide range of responses to being bereaved and Cruse's services are there to ensure that these different needs can be met.

Cruse has developed services for adults, children and young people throughout England, Wales and Northern Ireland which meet NICE guidelines on bereavement support and are available regardless of the nature of the death or the length of time elapsed.

- There are over 500,000 deaths each year and this figure is predicted to rise significantly in the next twenty years
- Each year over 100,000 bereaved people contact Cruse
- More than 45,000 receive face-to-face support
- Many are supported through sudden and traumatic death
- A majority of our clients are referred by their GP



What a wonderful charity Cruse is. They help so many of my patients and have for decades. Thanks."

Tweet from @clarercgp
Chair of the Royal College of GPs

Developments in technology have impacted on the way Cruse services are delivered today. Our website is the first point of contact for many and support is provided both in person and by email and helpline.

There has been increasing recognition of the importance of end of life care by government policy makers in recent years, including the vital role of bereavement support.

With volunteers in almost every major town and city in England, Wales and Northern Ireland Cruse has unique and invaluable expertise in bereavement support.

Cruse tomorrow

Cruse operates in a rapidly changing environment.

We aim to improve the care and support of bereaved people by improving and empowering and influencing.

Over the coming years we will develop Cruse further:

- Expanding and exploring new ways of responding to the needs of bereaved people, including email and online support
- Increasing access to services across England, Wales and Northern Ireland
- Supporting groups who are currently isolated
- Developing an even stronger Cruse community consisting of Cruse volunteers, staff, former clients and supporters
- Improving the way bereaved people are treated
- Developing greater awareness of the needs of bereaved people

To deliver this strategy we need the ongoing support of Cruse volunteers and staff who contribute their passion, commitment, skills and enthusiasm. And we also need the support of our former clients, our funders and other partners.

“

I just don't know where I'd be by now if I hadn't encountered Cruse. Now I can remember the people who I loved so much, and smile.”

Interview for the Annual Review 2011/12

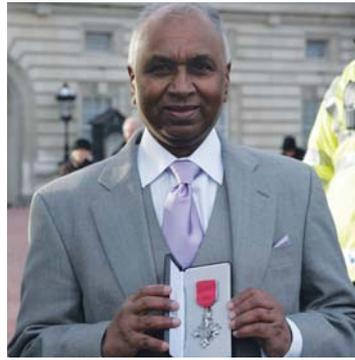


©Paul Brocks/Lehurst

Cruse Chief Executive Debbie Kerslake introduces musicians from Trinity Laban Conservatoire of Music and Dance at a Gala Performance in aid of Cruse Bereavement Care. The event in October 2012 featured Nicholas Kraemer conducting Haydn, The Creation.

Our strategy – linking our vision to our plans





Our strategic priorities

Our clients

We will reach even more bereaved people

We will support bereaved people in helping themselves

Our people

We will strengthen our Cruse community

We will develop the skills of our volunteers and staff and enhance the support available to them

Our charity

We will improve the way bereaved people are treated

We will develop our role as advocates for bereaved people



Our objectives – bringing the strategy to life

Our clients

We will reach even more bereaved people

We will strive to ensure that every bereaved adult, young person and child throughout England, Northern Ireland and Wales can access consistent and high quality Cruse services.

Objectives

- Achieve an agreed minimum standard of essential services across the Cruse network i.e. all Areas/Branches will deliver the same core services
- Increase available telephone and online support to clients with reduced use of answerphones / out of office responses
- Reach a more diverse client group
- Extend the geographical coverage of face-to-face services
- Measure outputs and evaluate outcomes

We will support bereaved people in helping themselves

We will encourage coping mechanisms for individuals when someone dies.

Objectives

- Develop our peer support e.g. use of moderated message boards, bereavement support groups
- Develop the websites as a resource for bereaved people
- Develop self-help materials and promote mental health wellbeing

Our people

We will strengthen our Cruse community

We will develop a Cruse community of volunteers, staff and supporters who are committed to the Cruse vision.

Objectives

- Develop the support available to the Area network
- Increase the number of volunteers for a range of activities including supporting bereaved people and management functions
- Increase the number of individuals who support Cruse in e.g. community fundraising, lobbying and campaigning
- Develop mechanisms to enable adults, young people and children who use our services to contribute to the ongoing development of Cruse services

We will develop the skills of our volunteers and staff and enhance the support available to them

Objectives

- Ensure every volunteer and staff member receives induction, training and in-service training relevant to their role
- Develop and implement a training and development strategy for all volunteers and staff

Our objectives

Our charity

We will improve the way bereaved people are treated

We will help communities to support individuals when someone dies, develop the skills of those who work with bereaved people and influence the development of public policy.

Objectives

- Develop training courses and materials for an external market
- Develop and implement an external training strategy

We will develop our role as advocates for bereaved people

We will champion the voice of bereaved people to ensure their needs are met.

Objectives

- Deliver bereavement awareness campaigns, provide training and develop materials
- Increase our provision of training in bereavement support to external organisations
- Ensure we respond to key consultations, engage in relevant forums and working groups and deliver or contribute to campaigns that support the needs of bereaved people where possible
- Recruit bereaved people to participate in lobbying and campaigning on behalf of bereaved people

“

Just want to say thanks so much to Cruse for giving me the opportunity to work through and hopefully overcome my grief when no one else would give me a chance.”

Message left on Cruse Facebook page

Birmingham Area family support group.



©Jacky Chapman

Resourcing our strategy

To achieve the priorities in our strategy Cruse will strive to put the following resources in place:

A secure financial base

Our strategy has been developed in the most challenging financial climate for many years but to ensure there is someone there when someone dies Cruse must establish consistent and sustainable sources of income. We will continue to manage our financial resources prudently whilst taking every opportunity to develop existing income streams and identify new sources of funding.

Effective people

Cruse volunteers and staff are crucial to achieving the priorities detailed in this strategy. We will continue to recruit, train, support and value the volunteers and staff who deliver and manage Cruse services.

Strong networks

Cruse will continue to develop relationships with existing networks e.g. organisations working with bereaved people, and establish new ones which will contribute to achieving our key priorities.

Smart technology

Technology can extend our services to clients and make them more accessible, improve our use of resources, allow us to gather better information and help in our fundraising. Cruse will take advantage of new developments to support the delivery of our strategy.

“

I visit this site (more than 10 times) because it helps me control my feeling about my dad dying. I love this website.”

Message from young person on RD4U website



Barbara Want and her sons, who lost husband and father, broadcaster Nick Clarke, in 2006. Barbara dedicated her book *Why not me?: A story of love and loss*, to her Cruse bereavement volunteer.

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Cruse Bereavement Care is the leading national charity providing bereavement support services in England, Wales and Northern Ireland. We offer support, advice and information to children, young people and adults when someone dies and work to enhance society's care of bereaved people.

Cruse offers face-to-face, telephone, email and website support. We have a national helpline and local services throughout England, Wales and Northern Ireland, and a website and freephone helpline specifically for children and young people. Our services are provided by trained volunteers and are confidential and free.

To donate to Cruse and support our vital work, please see our website **www.cruse.org.uk**

You can find Cruse online at
www.cruse.org.uk

Our national email support service is
helpmail@cruse.org.uk

Our national helpline number is
0844 477 9400

Cruse's children and young people's website is at
www.rd4u.org.uk

The Cruse young people's freephone helpline number is
0808 808 1677



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