

Financial statements

for the year ended
31 March 2020

Company Number 00638709

Charity Number 208078



Somewhere to turn when someone dies

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Company Information

Directors, Trustees & Members Of The Board

N Anwar ◆

M Bradley – Vice Chair ■ – appointed 26/02/2020

P Butler ◆

H Causley ●

C Challacombe ●■

J A Cryer – resigned 01/09/2020

A Hawkhead – Chair appointed 02/09/2019

P Mardall

L Perna – Vice Chair ●

C Robertson ◆■

P Rutter – resigned 10/12/2019

M Whitehouse OBE – Honorary Treasurer ◆

◆ = Audit & Finance Committee member

■ = Council member

● = Appointments & Remunerations Committee member

Company Secretary

J McCormack

Senior Leadership Team

S Wibberley – Chief Executive

S Tucker – Director of Support & Services

A Langford – Clinical Director

J McCormack – Director of Finance & Corporate Services

C Vallory – Head of Fundraising

F Brydon – Head of Communications & Digital

Auditors

Moore Kingston Smith LLP

Devonshire House

60 Goswell Road

London

EC1M 7AD

Solicitors

Russell-Cooke LLP

2 Putney Hill

London

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Bankers

Barclays Bank Plc

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Middlesex

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Company Number

00638709

Registered Office

Unit 0.1, One Victoria Villas,

Richmond, Surrey TW9 2GW

Registered Charity Number

208078

Report of Trustees and Directors and the financial statements for the year ended 31 March 2020 for Cruse Bereavement Care

Cruse Bereavement Care was incorporated on 5 October 1959 and registered with the Charity Commission (Registration Number 208078) during 1962 and is governed by Articles of Association adopted 3 December 2016.

OBJECTIVES AND ACTIVITIES

Cruse's vision

Our vision is that *all bereaved people have somewhere to turn when someone dies.*

Our mission is to offer support, advice and information to children, young people and adults when someone dies and to enhance society's care of bereaved people. In pursuit of its mission the charity:

- provides support to people who have suffered bereavement through a nationwide network of trained bereavement volunteers, the Cruse websites and through a national helpline, and
- works to raise awareness of the needs of bereaved people and to promote their interests.

In planning the activities that Cruse undertakes to achieve its aims, the Board has regard to the Charity Commission's guidance on public benefit. In particular, Cruse makes its services available free of charge to bereaved people from all parts of the community, regardless of their age, gender, disability, ethnicity or the circumstances in which they have suffered bereavement.

To help bereaved people Cruse provides:

1. one-to-one support (face:face*, telephone and online)
2. bereavement support groups
3. bereavement counselling
4. e-mail support services
5. specialised children's services
6. the Hope Again website for children and young people
7. information and literature
8. Freephone helpline

* currently suspended due to Covid-19.

To raise awareness of the needs of bereaved people Cruse:

1. Edits and produces, in association with Routledge, *Bereavement Care*, an international journal for those who work with bereaved people.
2. Works with other voluntary organisations and with Government Departments to improve legislation and practice in areas which impact the wellbeing of bereaved people.
3. Provides external training in bereavement support to a wide variety of organisations/individuals, for example to assist them in their contact with bereaved staff or customers.

Cruse's values

Cruse's activities are underpinned by its Values. Cruse aims to be:

- **Responsive** – we respond promptly and personally to individuals' experience of grief and recognise there is no 'normal' or 'right way' to grieve.
- **Compassionate** – we empathise with our clients' feelings, care about their grief and work with them to alleviate their distress.
- **Respectful** – we treat our staff and volunteers with respect, appreciate their contributions and value their diversity.
- **Supportive** – we listen to bereaved people, learn from their experience and work to promote their needs.
- **Innovative** – we take pride in our professionalism and aim to develop, promote and lead the best practice of bereavement care.

Cruse's strategic priorities

Cruse consulted widely amongst stakeholders to inform development of a five year strategy for 2019-24 entitled Bereaved People First. The five pillars of the strategy are:

- 1. Support more bereaved people – in a way that works for them**
- 2. Build one Cruse**
- 3. Increase our profile, reach and influence**
- 4. Develop our people**
- 5. Build a high performing Cruse with increased funding**

A report against the aims in each pillar is set out below.

STRATEGIC REPORT

Achievements and performance in 2019-20

The highlights of our performance during the year 2019-20 are summarised below against the strategic priorities and the resources which are key to their achievement.

Progress on implementation of our Bereaved People First Strategy

1. Support more bereaved people – in a way that works for them

The strategic aims within this pillar were to create equality of access to Cruse through a single point of access to services, a common pathway for assessment and support delivered to clients, with a range of high quality options to meet their different needs and choices. A new service model and assessment tools were developed to achieve this, with implementation planned through 2021. The service model included the introduction of local welcome sessions entitled 'Understanding Your Bereavement' to provide initial support and triage people to the right service. These were implemented in many local Areas across Cruse, but then put on hold due to Covid-19 restrictions. An online version has been developed and is being piloted. Our range of services was extended to include support delivered 1:1, in groups, from peers, digitally, by email and telephone. The roll out of support for children and young people continued, with funding from Children in Need enabling training to be delivered across four Regions so far, with a resulting increase in support to young people. Due to Covid-19 all face:face delivery of services was put on hold, following initial lockdown in March 2020. CruseChat, a webchat service on our website was introduced as a new option during this period and has been very well received. Indications are that it is reaching a new client base rather than diverting need away from the Helpline.

2. Build one Cruse

This pillar focuses on ensuring consistency in service delivery, quality standards, re-structure of the local management and governance of Cruse whilst maintaining local service delivery points, centralising finance across Cruse and moving to a single operating budget and re-structure of the staff across Cruse.

The structure and frequency of internal communications was standardised, structure of policy and guidance production improved and co-operative working between local branches improved, leading to reductions in waiting lists for clients. Implementation of the new network model commenced with the first two Hubs established in the

South and North East; the learning from these has been independently reviewed and will help inform future roll out which has recommenced in Wales and will extend to the rest of the Cruse network over the next 12 months. Approximately 50% of the Cruse network has centrally managed budget, with plans to have a single operating budget in place by April 2021. Within the new Hubs, all staff are managed by paid staff, to ensure consistency and accountability.

3. Increase our profile, reach and influence

Within this pillar, the strategic aims were to review our brand and increase recognition of Cruse, redevelop and relaunch the website with improved information for bereaved people and functionality including an online donation facility, continue advocating on behalf of bereaved people, be recognised as the leading voice in bereavement care and, collaborate with partners to raise awareness of the needs of bereaved people.

A brand refresh has begun with market research being undertaken. Testing is in progress with implementation planned for 2021.

There has been an increase in Cruse's participation in speaking and media engagements, including at the British Association for Counselling and Psychotherapy and Royal College of Psychiatrists. A major relaunch of the website is planned for 2021. Parts of the website have been significantly updated, with information for bereaved people around grieving during the coronavirus pandemic and provision of an online donation function.

As part of advocating for bereaved people, work included:

- Launch of a 'Bereaved Customers First' campaign in November 2019 at the BT Tower, to reduce the emotional burden faced by bereaved people when contacting a business to inform them that someone has died. The campaign calls for businesses to:
 - o Have a plan outlining how customers will be treated with empathy and respect

Headline Statistics	2019/20	2018/19	% change	Increase Decrease
People supported face:face 1:1	24,793	23,410	6%	↑
Assessments/Brief support	6,538	7,190	-9%	↓
People supported in groups	7,252	4,438	63%	↑
Children and young people supported (including through Hope Again, the website for young people)	6,439	6,097	6%	↑
Telephone responses through helpline	15,469	11,840	31%	↑
Email responses through helpline	940	1,318	-29%	↓
Ongoing telephone support	2,452	1,034	137%	↑
People given information	59,329	54,283	9%	↑
People visiting the website (www.cruse.org.uk)	708,300	668,601	6%	↑
Page views	3,200,000	3,031,159	6%	↑
Visitors to Hope Again (www.hopeagain.org.uk)	52,300	50,000	5%	↑
Total Facebook Likes	33,879	29,895	13%	↑
Total Twitter followers	12,147	10,100	20%	↑
Instagram followers	4,949	2,583	92%	↑

- o Train all staff who come into contact with bereaved people to respond efficiently and with understanding
- o Streamline and simplify processes, avoiding unnecessary steps and repetition
- o Ensure paperwork is simple and only seeks required information. Pass on details of where bereaved people can obtain practical and emotional support.

As part of the BCF campaign, Cruse has worked with Settle who have created an online account closure service and are calling for an agreed standard for bereavement accounts closure to be established.

- Response to the Financial Conduct Authority's consultation on Guidance for the Fair Treatment of Vulnerable Customers, seeking to ensure that the guidance protects bereaved people. Bereavement is known to affect decision making and concentration, leaving people more vulnerable when it comes to understanding complex processes or making decisions which may have a significant impact upon them, such as financial. The FCA had recognised that bereaved people might be vulnerable and Cruse called for the establishment of operating principles to improve the experience for bereaved customers and for organisations to sign up to a voluntary bereavement standard and the principles of Bereaved Customers First.
- Response to the consultation by National Institute for Health and Care Excellence (NICE) End of Life Care Service Delivery Guidance, seeking to ensure that the needs of bereaved people were incorporated into the end of life care for the person who was dying. Implementing this would help both the person who is nearing the end of their life, giving reassurance that their loved ones/next of kin will be supported, as well as providing the vital support and services bereaved people need.
- Review of the ACAS Bereavement in the Workplace Guidance, seeking amendments to ensure that employers understand how to support bereaved employees and achieve better outcomes for both the bereaved person and their employer.
- Encouraging outstanding local authorities to sign up to 'Tell us Once', so that bereaved people can report the death of someone once to public sector services in England, Scotland and Wales rather than having to contact each individual service. This process was completed in 2020.
- Response to the Cremation Code of Practice consultation and their draft proposals. Cruse sought clarification on public health funerals, charges to bereaved people for a range of services, payment for services (particularly seeking clarification for bereaved people reliant upon funeral payments), training and guidance for crematoria staff in providing services to bereaved people.

Cruse welcomed the introduction of statutory bereavement parental leave and pay, which was implemented in April 2020, following a campaign in which Cruse had participated. Although Cruse welcomes this, we strongly believe that bereavement leave should be for all, not just following the death of a child and will continue to press for this.

Due to this work, we have had increased media coverage and requests to speak at conferences. This has increased further due to Covid-19.

Cruse is represented on a range of national bodies including:

- Council of British Funeral Services
- Childhood Bereavement Network.

Cruse attends:

- the All Party Parliamentary Group (APPG) on Funerals and Bereavement (Westminster and Wales)
- the APPG on Bereavement Support
- the APPG on Hospice and Palliative Care
- the APPG on Suicide and Self-Harm Prevention
- the Voluntary Civil Protection Forum.

Cruse is a member of the British Association of Counselling and Psychotherapy's Older People Steering Group.

Cruse's Chief Executive is a member of the Burial and Cremation Advisory Group (Ministry of Justice), and on the steering group of the National Bereavement Alliance.

Cruse Cymru is also a member of:

- the Wales Compassionate Country Group – Dying Matters in Wales
- the Wales National Bereavement Steering Group looking at a bereavement framework in Wales
- the Wales Government Advisory Group on Loneliness and Isolation
- the Wales Government Cross Party Group on End of Life and Hospices
- the Wales Government Cross Party Group on Suicide and Self Harm Prevention.

The Cruse Northern Ireland Director Chairs the NI Independent Medical Examiner sub group and is a member of the Department of Health Covid-19 Bereavement Workstream and the Department of Health Covid-19 Wellbeing NI Partnership.

Cruse has reviewed the purpose and production of the internal bereavement journal *Bereavement Care* and agreed to publish it as an open source online resource in 2021 when the current contract with publishers Taylor Francis ends. From the most recent data available, just under 3,000 institutions around the world accessed the journal across Europe, Australasia, the Americas, Africa and Asia with over 16,500 article downloads. A special open access edition was published for Cruse's 60th anniversary, which saw a record number of downloads at 4,188.

Training (external)

In 2019-20, Cruse provided bereavement training to 136 separate organisations (2018-19: 118), and has facilitated Loss and Bereavement Awareness workshops to hundreds of professionals, who have in turn gone on to support bereaved people in their work places e.g. in public sector organisations such as councils, financial services providers etc. This activity raises the awareness of bereavement and how to deal with this in a variety of settings, and the direct support to bereaved people provided by those organisations. We have seen an exponential increase in demand for training during the first half of 2020-2021.

Through funded projects, Cruse also delivered:

- 9 training workshops to delegates in ExtraCare villages on Loss and Bereavement Awareness and one hour information sessions to a further 79 participants
- 21 sessions to 434 military personnel
- 76 sessions to 1281 people in the emergency services (You Behind the Uniform project).

4. Develop our people

Within this objective, the strategic aims included investment in a national volunteer recruitment programme, increasing the diversity of volunteers and staff and the range of volunteering roles available, develop ways to value and retain volunteers and staff and develop a learning and development strategy for all staff and volunteers.

Work commenced on development of a new volunteer pathway to make it easier for volunteers to join Cruse. New volunteer roles were created such as an Ambassador role and fundraising role. Volunteer awards were launched and presented at the 60th anniversary conference and staff and volunteer surveys undertaken. As noted elsewhere, an Equality Diversity and Inclusion Working Party was established in 2020 and work on data commenced, from which strategies will be developed to increase the diversity of volunteers and staff. Core training courses have been adapted for remote delivery as a result of Covid-19. We have also developed an e-learning suite of training, that includes initial safeguarding for children, young people and adults, as well as other courses.

Cruse's services were delivered by 4,596 volunteers working across England, Wales and Northern Ireland, giving 536,501 hours, working alongside 177 staff. 901 new volunteers were trained during the year. Following the start of the Covid-19 pandemic, a further 237 new volunteers were trained and 1,710 volunteers re-trained to work via the telephone.

5. Build a high performing Cruse with increased funding

Within this pillar, strategic aims included developing a fundraising strategy to grow voluntary income and recruitment of a fundraising team. This took place during the year and we are now beginning to see increases in voluntary income as a result. Work continued with commissioners to secure statutory funding for local Cruse services with some success. External training and consultancy activity grew, achieving both income and raising awareness of the needs of bereaved people, to bring about change in the way they are treated.

To build the capacity and capability of the central team to support the network and implementation of the Bereaved People First Strategy, appointments were made to the following posts: Clinical Director, Head of Communications and Digital, Change Manager, Financial Accountant. A system for reviewing new policies and standards was implemented, to ensure they are clearly understandable and effective. The Helpline staff team has been enhanced to provide shift management and support to the increasing number of volunteers delivering the service.

Investment in digital tools has resulted in Netsuite being implemented for financial management. The procurement process for a new CRM is nearing completion; this follows our termination of a development contract we had with another vendor.

60th Anniversary

In addition to the progress in the implementation of the new five-year strategy Bereaved People First, Cruse celebrated its 60th anniversary in October 2019. A number of activities were undertaken across the Cruse network, with three major national events.

A national conference was held in Birmingham with an international panel of speakers, world leading experts in the field of bereavement care and research. The calibre of speakers from Japan, the USA, Australia and the Netherlands affirmed the high regard in which Cruse is held internationally. The conference was attended by Cruse and external delegates and Volunteer Awards were presented in six categories, including The President's Award for Long and Exceptional Service, supported by our Life President Colin Murray Parkes, OBE.

An evening reception was held at St James's Palace, London, attended by our Royal Patron Her Majesty The Queen and volunteers and staff from across the Cruse network. The Queen met several of those attending and was presented with a book celebrating 60 years of Cruse.

We held a reception for our external stakeholders at the BT Tower, where we launched our Bereaved Customer First campaign.

Our impact

Cruse support helps to reduce the negative effects of bereavement on people. These are predominantly a decrease in mental, emotional and physical well-being, which can often lead to significant health issues. Cruse's support enables people to manage and understand their grief and continue living their lives. It is clear in our recent discussions with National IAPT (Increasing Access to Psychological Therapies), that bereavement support can often decrease the demands on primary health care services and social care providers, particularly for older and vulnerable clients, and those with higher care needs.

Many bereaved people also suffer from loneliness and isolation, Cruse's support also helps reduce social isolation, by helping people to engage with their social circles and the wider community.

Over recent months, Cruse has engaged with even more people to provide this much needed service, in response to bereavements in the context of the pandemic. The increased capacity of the National Helpline and mobilisation of CruseChat has helped more people get support sooner, and then filter into further ongoing support if needed.

To improve quantitative measurement of our impact, we are introducing an initial standard evaluation tool, called the Detection of Emotional Distress in Caregiving. This measures levels of depressed mood, anxiety and coping, and how these change upon coming into contact and engaging with the earliest stages of bereavement support (usually through the National Helpline). We are also piloting the Adult Attitudes to Grief scale training. This is a verified and researched method of working with bereaved people and measuring impact. This will better enable us to understand the effect of bereavement support on clients in the short and medium term.

The training Cruse provides also has a positive impact upon organisations, their employees and their customers. When we have re-engaged with participants of our training courses (in a focused manner through our specific projects reaching other workforces), we have found that the confidence in speaking with bereaved people has increased.

Financial review

Gross income for the year was £5.543 million (2019: £5.304 million); the main increase in income was from legacies which were up £225k on 2018/19.

The cost of delivering our service increased to £6.164million from £5.474 million resulting in a deficit for the year of £621,142 compared with a deficit of £170,448 the previous year. The increase in costs is a result of planned expenditure on our Bereaved People First strategy and includes the costs of building a fundraising team and strengthening our senior leadership team and starting a programme of hub development to streamline service delivery, centralise finances and improve governance and accountability.

Reserves policy

Cruse's aim is to deliver services to bereaved people in a sustainable way which is achieved by budgetary controls – put simply where there are resources available our services are expanded, but if it is apparent that ongoing funding cannot be found, services are reduced or closed. However, the charity also has external financial obligations which would have to be met in the event of closure, primarily to staff, landlords and formal commitments to deliver services. At 31 March 2020 we estimate these external obligations to be in the order of £1.055 million (2019: £1.092 million). In addition, to recognise the uncertainties created by Covid-19, the Board decided to increase reserves to a level equal to three months budgeted expenditure. Accordingly, we have determined our minimum reserve level to be £2.017 million which would be met from a mix of general funds £0.290 million and designated funds £1.727 million.

In light of Covid-19, the Board have also reviewed our fundraising and finance strategies to determine the level of investment required to resume implementation of the revised Bereaved People First strategy. The net investment needed over the period to March 2024 is £708k after which time the forecasts for 2024/25 show the charity generating a significant surplus. A transfer of £500k has been made between designated funds to set aside the funds needed to implement Bereaved People First.

The Revaluation Reserve balance as at 31 March 2020 was £69,555 (2019: £69,634). The Unrestricted Fund balance as at 31 March 2020 was £289,984 (2019: £186,707). The Designated Fund balance as at 31 March 2020 was £2,457,940 (2019: £3,344,850) The Restricted Fund balance as at 31 March 2020 was £456,090 (2019: £293,520).

Risk review

The Trustees are responsible for monitoring and controlling the charity's risks. The Audit and Finance Sub-committee lead on this for the Board and review risk at each meeting and report to the Board twice yearly on key risks. This is achieved by each area of operation regularly considering the risks associated with their activity, identifying existing controls and any mitigating actions (such as insurance or procedures) which might reduce the risk whilst maintaining an efficient use of resources. Crucial to the evaluation is distinguishing risks which could be fundamental to the achievement of our strategic priorities. The key risks reviewed by the Board, together with mitigating action are:

1. Capability/ capacity to deliver a quality service to increasing numbers of bereaved people in a changing environment

Mitigating action:

- Telephone skills training provided to volunteers
- Improved website in response to client need including all literature booklets as free downloads
- Introduction of CruseChat
- Increased number of volunteers working on the national helpline
- Instigated remote support eg by Zoom
- All training switched to online, including new volunteer training
- Developed working with suicide and working with trauma training, to help volunteers mitigate suicidal risk for clients
- Developed online safeguarding training resources, to ensure volunteers are equipped to deal with critical situations.

2. Financial resilience: Income decreases due to the economic climate and potential increased competition for available funds 2021-22 onwards

Mitigating action:

- Reviewing finance & fundraising strategies
- Evidence that major funders are supportive of Cruse's work eg NET, Barclays bank, Garfield Weston
- Fundraising team in place and achieving increased income
- Network is engaged in generating cost savings and keeping costs down
- Good network engagement with the fundraising team.

3. Equality and Diversity: Failure to embed equality and diversity values into our everyday practice, policies and procedures

Mitigating action:

- Equality, Diversity & Inclusion Working party established, co-chaired by the CEO and Vice Chair of Cruse
- Funding secured to support work embedding Equality, Diversity & Inclusion in Cruse
- Trustee recruitment underway to enhance Equality, Diversity & Inclusion skills on the Board
- Data gathering
- Review of volunteer training.

4. Reputational: Lack of high profile voice leads to competitor charity taking our place as leading bereavement charity

Mitigating Action:

- Brand refresh
- Communications team and strategy in place
- Plans to increase access to the Bereavement Care Journal
- Increased activity at speaking events.

5. Strategy: Capacity to deliver all strands of the Bereaved People First strategy and business as usual

Mitigating Action:

- Re-structured Executive and Senior Leadership team
- Increased staffing structure in place
- Additional resources needed to deliver strategy have been approved by the Board
- Management training in place
- Developing good internal communication as part of the Communications Strategy
- Fundraising strategy in place.

6. Wellbeing of staff and volunteers: Experienced volunteers and staff leave due to changes in service model and structures and retirement

Mitigating action:

- Volunteer survey undertaken. Results reported to Board September 2020
- Online recruitment, training and supervision for volunteers
- A programme for valuing volunteers is being established
- Engagement with volunteers who have not signed up for telephone work following Covid-19 cessation of face:face services
- Enhanced PR to raise external awareness of Cruse and volunteering opportunities
- Continual improvement of internal communications to staff and volunteers
- Staff survey and a virtual staff day
- Review of staff Terms and Conditions.

7. Safeguarding (Children and young people and vulnerable Adults): Harm to individuals and reputational damage to the charity.

Mitigating action:

- Safeguarding is overseen by the Board of Trustees
- Lead Trustee for Safeguarding appointed
- Improved reporting
- Policies and procedures were reviewed and updated in July 2020.

Equality and Diversity

It is the aim of Cruse Bereavement Care to recognise and encourage the valuable and enriching contribution that people from all backgrounds and experiences bring to the organisation. We believe that all individuals working or volunteering for Cruse or coming to Cruse for a service should be treated without prejudice or discrimination. We recognise that at the moment our volunteer and staff groups do not reflect the communities that we serve and addressing this needs to be a priority. Similarly, as far as we know from limited insight, our current clients are not reflective of the wider population and we need to put plans in place to improve this. Cruse therefore aims to operate in a way that promotes equality of opportunity and freedom from discrimination on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. We also aim to embed equality and diversity values into our everyday practice, policies and procedures.

Cruse has established a Working Group to address equality, diversity and inclusion across the organisation and through the services delivered. The work undertaken by this group, together with improvements in data collection and training will help inform priorities for development through the current strategic plan, Bereaved People First.

Fundraising

Cruse is registered with the Fundraising Regulator and is compliant with the standards set out by the Regulator in its Code of Fundraising Practice. All fundraising activities are organised directly by staff and volunteers of the Charity. We do not engage third party professional fundraisers to raise funds on our behalf. We are mindful during our fundraising activities not to be unreasonably persistent or to apply undue pressure on anyone, or to intrude on anyone's privacy. We did not undertake any telephone or doorstep fundraising in the year. We do not buy or sell mailing lists. There were no complaints related to fundraising during 2019/20.

Information governance

Cruse is registered with the Information Commissioner's Office and to ensure continued compliance with GDPR, in light of all the changes taking place in Cruse eg Hub development, the new CRM etc, the Trustees will undertake a review of data management in the coming year to ensure the new structure and systems continue to be compliant.

Covid-19

The impact of Covid-19 has been significant, at an individual, organisational and national level. Nationally, Covid-19 has affected the way people live, leading to increased isolation for many and a greater reliance upon technology to stay connected. Daily reporting on the progress of the virus and the number of deaths at home and around the world has created an increased awareness of death, dying and bereavement. Within the UK, the c.55,000 deaths attributed to Covid-19 (November 2020) will have had a direct impact on up to one third of a million people. For many, the circumstances of being unable to visit sick and dying members of their family or friends, regardless of the cause of their death, or to hold or attend a funeral in the way they would have wished will have made their bereavement more traumatic. This situation makes it more likely that complex grief reactions will emerge.

This includes longer lasting high levels of anxiety, perpetual decreased mood, a high incidence of self-harming, and a higher propensity for suicidal thinking and behaviour. It is expected that the impact of this grief will continue for months and potentially years to come. Preventative strategies can then be put in place.

Organisationally, Cruse responded by:

- Switching services from face:face to telephone and online
- Creating new material on the website to support those grieving through Covid-19 and making all our leaflets free and downloadable
- All staff and volunteers working from home with greater use of technology
- Adapting and delivering volunteer training and supervision online and developing a suite of remote training courses
- Delivering external training delivered through webinars
- Focussing on income generation to secure sustainable funding
- Increasing PR and Communications work in the media
- Working with bereavement and a wide range of other organisations eg Mind, Mayor of London's office, Royal College of Psychiatrists.

The following training courses were developed for online delivery:

- Telephone support skills
- Helpline skills
- Assessment and triage
- Bereavement foundation course
- Support skills
- Bereavement awareness course
- Working with trauma
- Working with suicide
- Safeguarding
- Online group support
- Working with clients 1:1 online
- Self-care
- Children and young people

We paused the implementation of the Bereaved People First Strategy to focus on our pandemic response. In September 2020, we reviewed the strategy in light of changes imposed by Covid-19 and learning from working through lockdown and confirmed that BPF remains the correct strategy, with some changes to implementation and a greater focus on Equality, Diversity & Inclusion.

Going Concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. Please see note 1(m) in Accounting Policies.

STRUCTURE GOVERNANCE AND MANAGEMENT

Cruse's organisation

Cruse provides bereavement care through a network of 3,992 volunteers working within its local Areas in the eleven regions and nations that comprise England, Wales and Northern Ireland and through a National Helpline.

Cruse's governance

Cruse is governed by a Board of Trustees who are also Directors of the company. All trustees undergo a detailed induction programme on being a trustee of Cruse and opportunities are given to attend training in charity governance. The Board decides Cruse's strategic priorities and monitors its performance. It has two sub-committees – Audit & Finance and Appointments & Remuneration. The Board also delegates, as permitted by the Articles of Association, some of its functions to National, Regional and Area committees so that they may oversee Cruse's work within the local network.

Cruse also has a Council which is the formally national recognised consultative body of volunteers. It consists of members elected by the volunteers from Wales, Northern Ireland and Regions across England. Meetings of Council also include members from the Board of Trustees and are attended by senior executives of Cruse. The Board of Trustees is the legal decision-making body and its work is informed by the views of Council. Council appoints two of its members to sit on the Board of Trustees.

Council members along with the Board of Trustees are the Company members of Cruse and have a vote in the election of Board members and on resolutions put to Annual General Meetings and/or Extraordinary General Meetings.

In addition there are two permanent Working Groups, which obtain strategic and operational input from volunteers and users. These are:

- Training Working Group
This group leads the work on the development and delivery of training programmes to the volunteers.
- Policy Working Group
The work of this group is mainly related to the requirements for the delivery of bereavement services by our volunteers.

The average level of attendance by Trustees at Trustee meetings is 76% (2019: 90%). A full list of current Trustees, Council members, Board Sub-committee members and Working Group members can be found on the charity's website.

As part of Cruse's continual review of governance, the Trustees agreed that Board minutes and records of Council meetings should be published on the Cruse intranet for greater transparency. Consideration is being given to having an independent assessment of Cruse's governance.

Cruse's management

Cruse is managed by the Chief Executive, three Directors and a Senior Leadership Team, supported by a small central team. Most local services are managed by volunteer Area Management Committees, who employ paid staff in some cases, with support and guidance from the Central Office team. As part of the Bereaved People First Strategy, a re-structuring programme commenced in 2019 with the creation of two Hubs, in the North East and South. Within the Hubs, a Hub manager and key staff roles were appointed, finances were centralised, service delivery became the responsibility of local service delivery committees and a Hub Council was created as a consultative body. Following a review of the implementation of this, the process will recommence to extend roll out across Cruse, leading to the formation of 12 Hubs over the next 12 months.

The Trustees of Cruse are unpaid. The Appointments & Remuneration Committee recommend to the Board of Trustees the appropriate remuneration of the Chief Executive and Executive Team after comparison with the salaries of comparable roles in the voluntary sector and consideration of the skills, expertise and performance of the individuals concerned.

Statement of the Trustee's responsibilities

The Trustees (who are also Directors of Cruse Bereavement Care for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

Moore Kingston Smith LLP were appointed as auditors during the year and will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

The Trustees and Directors report incorporating the Strategic Report was approved by the Board on 18 November 2020.

By Order of the Board

Anthony Hawkhead – Chair

Michael Whitehouse - Honorary Treasurer

James McCormack - Company Secretary

Cruse Bereavement Care,

Unit 0.1, One Victoria Villas, Richmond, Surrey TW9 2GW.

Independent auditor's report to the members of Cruse Bereavement Care

Opinion

We have audited the financial statements of Cruse Bereavement Care ('the company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Stickland

(Senior Statutory Auditor)

For and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Statement of financial activities

for the year ended 31 March 2020
incorporating an income and expenditure account

	Notes	Unrestricted funds (£)	Restricted funds (£)	Total Funds 2020 (£)	Total Funds 2019 (£)
Income					
Donations and legacies	8a	1,498,125	194,183	1,692,308	1,358,679
Charitable activities	8b	2,032,942	1,185,858	3,218,800	3,219,879
Other trading activities	8c	602,301	-	602,301	686,565
Investment income		7,379	-	7,379	8,012
Other		22,160	-	22,160	30,427
Total income		4,162,907	1,380,041	5,542,948	5,303,562
Expenditure					
Raising Funds		617,170	-	617,170	395,873
Charitable Activities	9a	4,329,449	1,217,471	5,546,920	5,078,137
Total expenditure		4,946,619	1,217,471	6,164,090	5,474,010
Net (expenditure)/income		(783,712)	162,570	(621,142)	(170,448)
Transfers between funds		-	-	-	-
Net movement in funds		(783,712)	162,570	(621,142)	(170,448)
Reconciliation of funds:					
Total funds brought forward		3,601,191	293,520	3,894,711	4,065,159
Total funds carried forward		£2,817,479	£456,090	£3,273,569	£3,894,711

A comparative statement of financial activity for the year ended 31 March 2019 can be found at note 16.

The notes on pages 15 to 24 form part of these financial statements.

Balance Sheet

As at 31 March 2020

Cruse Bereavement Care
(Company limited by guarantee and not having a share capital)

	Notes	£	2020 £	£	2019 £
Fixed assets					
Tangible assets	3		856,260		845,437
Current assets					
Stock - Publications and other items for resale		-		5,064	
Debtors	4	725,334		571,496	
Cash at bank and in hand		2,147,789		2,900,963	
		2,873,123		3,477,523	
Creditors					
Amounts falling due within one year	5	(455,814)		(428,249)	
		(455,814)		(428,249)	
Net current assets			2,417,309		3,049,274
Net assets			£3,273,569		£3,894,711
Reserves					
Unrestricted Funds	7		289,984		186,707
Revaluation Reserve	7		69,555		69,634
Designated Funds	7		2,457,940		3,344,850
Restricted Funds	7		456,090		293,520
Total funds	7		£3,273,569		£3,894,711

Approved by the Board on 18 November 2020 and signed on its behalf by:

CHAIR: Anthony Hawkhead

TREASURER: Michael Whitehouse

Company Registration Number: 00638709

The notes on pages 15 to 24 form part of these financial statements.

Cashflow Statement

For the year ended 31 March 2020

	Notes	£	2020 £	£	2019 £
Net cash (outflow)/inflow from operating activities	11		(719,744)		(323,639)
Returns from investment and servicing of finance					
Interest received		7,379		8,012	
Net cash inflow from returns on investments and servicing of finance			8,012		8,012
Investing activities					
Purchase of tangible fixed assets	3	(41,822)		(16,769)	
Loss on disposal of fixed assets		1,013			
Net cash outflow from investing activities			(40,809)		(16,769)
Net cash (outflow)/inflow	12a		(753,174)		(332,396)
Financing			-		-
(Decrease)/ increase in cash	12b		£(753,174)		£(332,396)

Notes to the financial statements - year ended 31 March 2020

1. ACCOUNTING POLICIES

Cruse Bereavement Care, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. The Trustees listed on page 1 are also members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 2.

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

(a) Basis of accounting

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

(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) 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.

(e) Operating leases

Rentals payable under operating leases are charged to the income and expenditure account spread over the period of the lease.

(f) Fund accounting

- (ii) The charity's general funds consist of funds which the charity may use for its purposes at its discretion.
- (iii) Branch/Area/Region/Nation funds are treated as designated funds for usage within their local area and will be spent on the providing services to bereaved people within the next financial year.
- (iv) The charity's restricted funds are those where the donor has imposed restrictions on the use of the funds which are legally binding.

(g) Voluntary income

Income is recognised when the Charity has entitlement to the funds, any conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

- (i) All voluntary income is included in income when receipt is considered as probable, 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 when receivable in accordance with SORP 2015.

- (iv) Grant income and income receivable in respect of Service Level Agreements is credited to income immediately to the extent that the charity obtains entitlement to that income by its performance in the year under review. Grants that are not performance related are recognised on receipt or when receivable.

(h) Expenditure

Expenditure is recognised when a liability is incurred.

- (i) Costs of raising 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) Support costs, which includes governance, 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.

(i) Donated Goods and Services

Goods and services donated to the charity have been included in the financial statements at the value of the gift to the charity. The contribution of volunteers in volunteering hours is not included in the statement of financial activity as it is not possible to accurately calculate the value of those hours, given the various roles filled by volunteers and the number of volunteers in the organisation.

(j) Taxation

The charitable company is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

(k) Financial Instruments

Financial assets and financial liabilities are recognised when the charitable company becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(l) Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period,

or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.

(m) Going Concern

We have set out in the Trustees report a review of financial performance and the charity's reserves position and we have a reasonable expectation that we have the resources to continue to operate for the foreseeable future.

In forming this view the trustees have considered the current operating environment arising from the Covid-19 pandemic which has impacted on how we operate as most of our services have been delivered face to face, prior to Covid-19. We have responded successfully by changing the way we deliver services from face:face to telephone and online support, creating new material on the website for those grieving through Covid-19, facilitating all staff and volunteers to work from home with greater use of technology, adapting and delivering volunteer training and supervision online and delivering external training through webinars.

Alongside this, we have reviewed our cost base to identify savings (mainly travel and rent reductions), made use of the Government's furlough scheme with 10 members of staff, and successfully identified Covid-19 specific funds and new funders willing to support our work with bereaved people. As a result, we are projecting a significant increase in income for 2020/21 which will fund the additional services needed to support increasing numbers of bereaved people and increasing numbers with complex grief. In addition, the charity's finance and fundraising strategies have both been revised and consideration has been given to the corrective action that can be taken if forecast targets are not met through to March 2022. At the same time as reviewing the strategies, the trustees reviewed the reserves policy and increased our minimum reserve from c. £1.1million to £2million.

Trustees will utilise funds designated to Areas as required to enable the charity to meet its debts as they fall due. Due to the level of these funds and the actions set out above, we believe that there are no material uncertainties that call into doubt the charity's ability to continue as a going concern. The accounts have therefore been prepared on the basis that the charity is a going concern.

2. NET EXPENDITURE

Net expenditure is stated after charging:

	2020 £	2019 £
Trustees' expenses for travel, training and subsistence (2020: 4 Trustees, 2019: 4)	8,829	5,641
Depreciation of owned fixed assets	29,986	26,377
Operating lease rentals	131,884	134,576
Auditor's fees – as auditors	13,630	13,630

3. TANGIBLE FIXED ASSETS

	Leasehold Property £	Freehold Property £	Office Furniture £	Office Equipment £	Total £
Cost:					
At 1 April 2019	632,000	230,000	77,999	153,747	1,093,746
Additions	-	-	7,251	34,571	41,822
Disposals	-	-	(2,576)	(8,761)	(11,337)
31 March 2020	632,000	230,000	82,674	179,557	1,124,231
Depreciation:					
1 April 2019	37,920	13,800	61,208	135,381	248,309
Charge for year	7,584	2,760	3,529	16,113	29,986
Disposals	-	-	(1,791)	(8,533)	(10,324)
31 March 2020	45,504	16,560	62,946	142,961	267,971
Net book value:					
31 March 2020	£586,496	£213,440	£19,728	£36,596	£856,260
31 March 2019	£594,080	£216,200	£16,791	£18,366	£845,437

Leasehold and freehold properties are included at deemed cost.

The carrying amount of leasehold and freehold, that would have been recognised under the historical cost model is £596,474 (2019: £604,634) for leasehold property and £144,272 (2019: £146,327) for freehold property.

A legal charge over the leasehold property has been given to Barclays Bank PLC as security for an overdraft facility of £160,000.

The charity has a reversionary interest in a property held by Cruse Bereavement Care Scotland (Scottish Charity No SC031600) whereby the charity will receive 40% of the net sale proceeds or such lesser sum as may be agreed should the properties be sold.

4. DEBTORS – DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade debtors	340,248	192,761
Other debtors	4,810	24,899
Prepayments	26,951	33,023
Accrued income	353,325	320,813
	£725,334	£571,496

5. CREDITORS – DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade creditors	190,271	155,591
Other creditors	38,839	56,087
Other taxation and social security	80,182	64,896
Accruals	126,779	107,036
Deferred income (Note 6)	19,743	44,639
	£455,814	£428,249

6. DEFERRED INCOME

	2020 £	2019 £
Deferred income brought forward	44,639	27,038
Released in the year	(44,639)	(27,038)
New provision added	19,743	44,639
Deferred income carried forward	£19,743	£44,639

7. RECONCILIATION OF RESERVES

	As at 1 April 2019	Income	Expenditure	Transfer between funds	As at 31 March 2020
	£	£	£	£	£
Unrestricted					
General Fund	186,707	656,498	(1,183,118)	629,897	289,984
Revaluation reserve	69,634	-	-	(79)	69,555
Designated fund – Area/Nation/Region	2,514,850	3,506,409	(3,141,987)	(1,129,818)	1,749,454
Designated fund – Bereaved People First Strategy 2019 - 2024	830,000	-	(621,514)	500,000	708,486
Total unrestricted	3,601,191	4,162,907	(4,946,619)	-	2,817,479
Restricted					
Area/Nation/Region/Central Office	238,781	1,380,041	(1,217,471)	-	401,351
Northern Ireland Freehold Property	50,000	-	-	-	50,000
Agnes Whitaker Fund	4,739	-	-	-	4,739
Total restricted	293,520	1,380,041	(1,217,471)	-	456,090
Total funds	£3,894,711	£5,542,948	£(6,164,090)	£-	£3,273,569

	General funds	Revaluation reserve	Designated funds	Restricted funds	Total 2020	Total 2019
	£	£	£	£	£	£
Represented by:						
Tangible fixed assets	505,895	69,555	230,810	50,000	856,260	845,437
Net current assets	(215,911)	-	2,227,130	406,090	2,417,309	3,049,274
Total	£289,984	£69,555	£2,457,940	£456,090	£3,273,569	£3,894,711

The transfer of £629,897 between general funds and designated funds includes costs incurred centrally to enable the Areas to conduct their activity including the provision of support and literature. The transfer of £500,000 between designated funds is the agreed draw down of reserves to fund the year future costs associated with implementing our Bereaved People First strategy.

A comparative reconciliation of reserves for the year ended 31 March 2019 can be found at note 18.

8. INCOME

Cruse Bereavement Care
(Company limited by guarantee and not having a share capital)

8a: Donations and Legacies

	2020 £	2019 £
Donations	1,329,126	1,213,556
Legacies	356,399	130,788
Subscriptions	6,783	14,335
	£1,692,308	£1,358,679

8b: Charitable activities

Grants and income from service level agreements

	2020 £	2019 £
Local Authorities ¹	288,006	305,051
Local Health Boards/Trusts ¹	603,195	549,668
Clinical Commissioning Groups ¹	969,392	983,731
Wales Government	74,072	64,747
Northern Ireland DHSSPS	39,350	39,350
Ministry of Defence	101,115	108,355
Ministry of Justice	-	-
Big Lottery Fund	460,803	526,338
DCMS	351,423	248,213
NI Prison Service	50,672	50,394
NI Victims & Survivors Service	-	-
NI Public Health Agency	18,322	75,000
Other	262,450	269,032
	£3,218,800	£3,219,879

¹Grants and income from Service Levels Agreements was received by 56 Cruse Areas from Local Authorities, Local Health Boards/Trusts and Clinical Commissioning Groups in the communities they support.

8c: Other trading activity

	2020 £	2019 £
Fundraising projects	131,047	279,925
Income from training and conferences	452,837	385,478
Sale of publications and literature	18,417	21,162
	£602,301	£686,565

9. EXPENDITURE

Cruse Bereavement Care
(Company limited by guarantee and not having a share capital)

9a: Charitable activity

	2020 £	2019 £
Bereavement support services	5,326,039	4,835,254
Policy	220,881	242,883
	£5,546,920	£5,078,137

9b: Support Costs (included above)

	2020 £	2019 £
Human resources and payroll	123,853	71,432
Governance	148,545	143,305
Information Technology	62,001	34,863
Monitoring & Evaluation	112,615	106,852
Change Management Costs	133,295	200,402
	£580,309	£556,854

10. EMPLOYEES

	2020 £	2019 £
Salaries and wages	2,892,363	2,461,107
National Insurance costs	202,669	169,121
Pension costs	144,969	87,062
Benefits in kind	9,901	5,062
Redundancy Costs	38,072	1,704
	£3,287,974	£2,724,056

	2020 Full-time Equivalent	2019 Full-time Equivalent
The average number of employees during the year was:		
Central Team & Helpline	28	20
Specialist Projects staff	10	13
National/Regional staff	4	3
Branch/Area staff	62	60
	104	96

The average head count of employees (full-time and part-time) employed during the year was 177 (2019: 167).

During the year:

One employee earned in the range £60,000 - £70,000 (2019: None).

One employee earned in the range £70,000 - £80,000 (2019: One).

The Chief Executive's earnings are 3.5 times median earnings (2019: 3.7 times).

The total remuneration paid to the members of the Directorate Management Team was £441,504 (2019: £321,025).

One Hundred and Twelve employees are accruing benefits under a Group Personal Pension Plan which is auto-enrolment compliant (2019: 97). Contributions to the Plan in the year included £3,550 (2019: £3,496) for the employee earning over £70,000.

No director (or trustee) received any remuneration during the year (2019: None).

11. NOTE TO THE CASH FLOW STATEMENT**Reconciliation of operating (deficit)/surplus to net cash (outflow)/inflow from operating activities**

	2020 £	2019 £
Operating (Deficit)/Surplus	(621,142)	(170,448)
Depreciation charges	29,986	26,377
(Increase) in stocks	5,064	(53)
(Increase)/Decrease in debtors	(153,838)	(227,072)
Increase in creditors	27,565	55,569
Interest received	(7,379)	(8,012)
NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES	£(719,744)	£(323,639)

12. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

	2020 £	2019 £
(Decrease)/Increase in cash in the period	(753,174)	(332,396)
Change in net funds resulting from cash flows	(753,174)	(332,396)
Net funds at 1 April 2019	2,900,963	3,233,359
Net funds at 31 March 2020	£2,147,789	£2,900,963

12B. ANALYSIS OF NET FUNDS

	At 1 April 2019 £	Cashflows £	As at 31 March 2020 £
Cash at bank and in hand	2,900,963	(753,174)	2,147,789

13. RECONCILIATION OF MOVEMENTS ON TOTAL FUNDS

	2020 £	2019 £
Funds at 1 April 2019	3,894,711	4,065,159
(Deficit)/Surplus for the year	(621,142)	(170,448)
Total funds at 31 March 2020	£3,273,569	£3,894,711

14. OPERATING LEASE COMMITMENTS

At 31 March 2020 the following total commitments under non-cancellable operating leases existed:

Operating leases which expire	Property		Office Equipment and Motor Vehicles	
	2020 £	2019 £	2020 £	2019 £
Within one year	80,830	94,471	9,157	4,945
Within two to five years	103,198	148,283	9,906	9,236
Over five years	1,000	10,878	-	-
	£185,028	£253,632	£19,063	£14,181

15. TRADING SUBSIDIARY

Cruse Bereavement Care Services Ltd (Company Number 3957559) ceased trading in 2018 and was deregistered in March 2020.

16. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Income				
Donations and legacies		1,358,679	-	1,358,679
Charitable activities		2,065,340	1,154,539	3,219,879
Other trading activities		686,565	-	686,565
Investment income		7,975	37	8,012
Other		30,427	-	30,427
Total income		4,148,986	1,154,576	5,303,562
Expenditure				
Raising Funds		395,873	-	395,873
Charitable Activities		4,011,888	1,066,249	5,078,137
Total expenditure		4,407,761	1,066,249	5,474,010
Net income		(258,775)	88,327	(170,448)
Transfers between funds		-	-	-
Net movement in funds		(258,775)	88,327	(170,448)
Reconciliation of funds:				
Total funds brought forward		3,860,003	205,156	4,065,159
Total funds carried forward		£3,601,228	£293,483	£3,894,711

17. RECONCILIATION OF RESERVES YEAR ENDED 31 MARCH 2019

Cruse Bereavement Care
(Company limited by guarantee and not having a share capital)

	As at 1 April 2018	Income	Expenditure	Transfer between funds	As at 31 March 2019
	£	£	£	£	£
Unrestricted					
General Fund	246,337	628,309	(1,288,904)	600,965	186,707
Revaluation reserve	69,713	-	-	(79)	69,634
Designated fund - Area/Nation/Region	3,543,953	3,520,640	(3,118,857)	(1,430,886)	2,514,850
Designated fund - Bereaved People First Strategy 2019 - 2024	-	-	-	830,000	830,000
Total unrestricted	3,860,003	4,148,949	(4,407,761)	-	3,601,191
Restricted					
Area/Nation/Region/Central Office	150,454	1,154,576	(1,066,249)	-	238,781
Northern Ireland Freehold Property	50,000	-	-	-	50,000
Agnes Whitaker Fund	4,702	37	-	-	4,739
Total restricted	205,156	1,154,613	(1,066,249)	-	293,520
Total funds	£4,065,159	£5,303,562	£(5,474,010)	£-	£3,894,711

	General funds	Revaluation reserve	Designated funds	Restricted funds	Total 2019	Total 2018
	£	£	£	£	£	£
Represented by:						
Tangible fixed assets	517,856	69,634	207,947	50,000	845,437	855,045
Net current assets	(331,149)	-	3,136,903	243,520	3,049,274	3,210,114
Total	£186,707	£69,634	£3,344,850	£293,520	£3,894,711	£4,065,159

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