

DRAFT

**Cruse Bereavement Care**

**DRAFT Minutes of the Annual General Meeting 2009  
held on Saturday 21 November 2009 at  
King's College London, Franklin-Wilkins Building, Stamford Street, London SE1 9NH**

**1. Opening of the AGM** Nigel Tricker welcomed all present and opened the meeting by introducing Richard Clarke, Honorary Treasurer, Debbie Kerlake, Chief Executive and the Vice Chairs Irene Kelly and Peter Hammersley. It was established that there were 56 Company Members present, which exceeded the required quorum of 33.

**Company Members Present:**

Ann	Baldwin
Anthony	Banks
Ann	Barnardo
Sandra	Benjamin
Maureen	Blore
Linda	Bollom
Margaret	Bonham
Richard	Briggs
John	Brookes
Val	Buffey
Wanda	Buffey
Joy	Caplin
Alan	Caygill
Tina	Challacombe
Doris	Chapman
Diane	Charles
Richard	Clarke
Lesley	Coote
Paul	Dean
Derek	Dobson
Nancy	Donnelly
Colin	Eagles
Janet	Gear
Margaret	Ginger
Carroll	Goff Forth
Beryl	Greenhaigh
Peter	Hammersley
Mary	Hancock
Vanessa	Hannam
Vivienne	Huckerby
Christine	Jackson
Elspeth	Jones
Larry	Katz
Irene	Kelly
John	Kelly
Estelle	King
June	Middleton
Valerie	Miskimmon
Chris	Monkton
Frances	O'Mahoney
Mary	Padley

Anna	Parkinson
Mike	Pearson
Isabel	Pebody
Dawn	Peer
Pat	Phillips
Val	Poole
Eve	Robins
Susan	Rowlinson
Pamela	Rutter
Mary	Slevin
Sheila	Smith
Michael	Stevens
Joan	Towle
Nigel	Tricker
Susan	Turner

**Non-Company Members Present:**

Val	Alabaster
Charlotte	Barney
Catherine	Betley
Sue	Clarke
Kathy	Cousins
Jenny	Green
Susan	Guthrie
Jill	Hairsine
Helen	Hall
Sarah	Hill
Christine	Johnson
Debbie	Kerlake
Richard	Levinge
James	McCormack
John	Parson
Louisa	Peers
Sally	Reynolds
Eileen	Ridge
Pauline	Ridley
Fiona	Rowett
Martin	Ruscoe
Esther	Ruscoe
Eileen	Smith
Alison	Thompson
Anne	Townsend

## DRAFT

Nigel read the response of our Royal Patron, HM The Queen, to the message of loyal greetings. Her Majesty had expressed her interest in the work with the Armed Forces and sent her best wishes for a successful meeting.

Nigel listed apologies for absence received which included the following Council members:

Collin Murray Parkes  
Barbara Cullingworth  
Simon Godfrey  
Judy Lane  
Janet Leckey  
Derrick Price  
David Pritchett  
Bridget Ramsay  
Colin Robertson  
Malcolm Shorney

and Patrons:  
Baroness Bottomley  
Ann Cryer  
Mark Francois  
Susan Kramer  
Archbishop Vincent Nicholls  
Trevor Phillips  
Sir Freddie Viggers

A full list of apologies for absence received is appended to these minutes.

### **2. (a) Minutes of the Annual General Meeting held on Saturday 22<sup>nd</sup> November 2008**

The Minutes had been previously circulated and posted on the Members' Area of the Cruse website. They were accepted unanimously as an accurate record of the meeting, proposed by Carroll Goff Forth and seconded by Joan Towle.

#### **(b) Matters Arising**

There were no matters arising.

### **3. Election of Council Members**

Nigel Tricker introduced those who are standing for election and re-election to the Council. Profiles of Council members for election/re-election had been previously circulated as follows:

#### **Regionally Elected Members**

David Pritchett	East Midlands
Valerie Miskimmon	Northern Ireland
Valerie Poole	South East (Kent, Surrey, Sussex and Lambeth)
Diane Charles	South West

All elected unopposed by their Regions.

#### **Co-opted members**

Lady Hannam  
Bridget Ramsay  
Joan Towle

Their election, en bloc, was proposed by Pamela Rutter, seconded by Sandra Benjamin and agreed unanimously.

### **4. Approval of Patrons**

The following people were confirmed as Patrons of Cruse, proposed by Irene Kelly, seconded by Mary Hancock and approved unanimously:

Ann Cryer, Labour MP for Keighley  
Mark Francois, Conservative MP for Rayleigh and Shadow Minister  
Susan Kramer, Liberal Democrat MP for Richmond Park  
Archbishop Vincent Nichols

William Radice  
Lt Gen Sir Freddie Viggers KCB CMG MBE  
Dame Jo Williams

## **5. Presentation of Area Certificates**

Certificates were presented to the following new Areas:

Bedfordshire  
Gwent  
Craven & District  
East Kent with Swale  
North Down & Ards  
Hull & East Riding  
Suffolk  
Northern Area  
Derbyshire & East Staffordshire  
East Sussex  
Surrey North  
Herefordshire

Nigel Tricker congratulated all those involved and noted the hard work involved in attaining this status and the benefits of doing so. There are now 34 Areas.

## **6. Volunteer of the Year Award**

As not everyone had had the opportunity to make nominations for this award, it had been decided to hold the nominations received so far and extend the deadline. A presentation will be made next year.

## **7. Chair's Report**

Nigel Tricker gave his report, covering the year to March 2009, but also some more recent events marking the Golden Jubilee.

**Our Clients.** The number of requests rose by over 2% to 95,500 with longer term support rising to the highest level ever of 32,000 clients. There was a 20% increase in the number of clients who heard about Cruse through their GP and a 26% rise in the number of men seeking support following the death of their partner. There continues to be a strong demand for work with children and young people, with a 22% increase in 1:1 support for this group. A grant from the DCFS has enabled the appointment of a Service and Development Manager in England for Children and Young People and a grant from the DoH has enabled recruitment of an Armed Forces Project Manager to improve support for the families and friends of armed services personnel. One of Cruse's strategic objectives is to improve our evaluation of services to understand what is effective; increasingly, funders require evidence of the impact of our input.

**Our people:**

Providing training and development to all volunteers and staff is another strategic objective. There is an increasing range of high quality courses available, including the new supervision course, which it is hoped might help increase the number of supervisors available. The induction course for new trustees and members of Regional Committees has been run 3 times so far and has been well received. There are concerns about the amount of time spent on internal complaints, particularly around the way some staff have been treated and how some volunteers have been treated by other volunteers. It has taken extensive management time by Directors and Council members, potentially costing Cruse in the region of £100,000 and damaging morale. All present were asked to deal with such situations firmly and promptly.

**Our Funders:**

During the worst recession since the second world war, Cruse's income to 30/3/09 increased by 10% to £3,668,000. This included a rise of £300,000 in the level of grants received, mostly from Local Health Authorities and PCTs, achieved through hard work and some outstanding individual successes such as Richard Briggs in the NE region. Corporate support and sponsorship has increased in recent months although individual donations continue to struggle and the Grief Relief appeal currently stands at £60,000 against a target of £100,000. The economic future remains uncertain and the impact upon Cruse's funding will be monitored carefully.

**Our Charity:**

2009 has been a good year for raising awareness of the needs of bereaved people. *Bereavement Care* will now be published and marketed through Routledge, enabling it to reach a wider audience. The Annual conference transferred to a larger venue for 2009 and was well received by the increased numbers of delegates attending. The Golden Jubilee has been well utilised to raise the profile, with a wide range of good events, culminating in the Reception at St James' Palace, attended by our Royal Patron, HM The Queen.

The future will require increased professionalism to ensure that Cruse survives and continues to respond to the needs of bereaved people. This will be achieved by:

1. enhanced focus on professional development;
2. Area development, ensuring coverage in all locations, especially where there is social deprivation. About 50% of Areas have been achieved. Mike Pearson and the Organisational Development Committee will provide help to those experiencing difficulties in achieving this. A few branches are not yet engaged in this process;
3. higher levels of sustainable income. Two Commissioning Managers are there to give support, with their costs built into projects;
4. new Internal Finance arrangements. Nigel and/or Richard Clarke have visited each region to discuss this and the positive dialogue commenced at those meetings will need to continue to support the transition to the new structure.

Nigel concluded by thanking everyone for their work for Cruse, particularly where the Jubilee events have increased work loads. He highlighted the vital work done by volunteers, the support of those on Council and Council committees and to Debbie Kerslake and her team for their extraordinary skill and commitment. It is a pleasure spending time with intelligent, compassionate and dedicated people.

## **8. Chief Executive's Report**

Debbie Kerslake summarised the pioneering work of Margaret Torrie in founding Cruse 50 years ago. It has become the leading bereavement organisation in the UK and the only one of its kind in the world. Cruse is still reaching out to those in need, currently focussing on support for men, black and minority ethnic groups and those in prison. Debbie highlighted some of the key project work:

*The Services Project* which has identified gaps in existing provision and developing links with organisations already working in this field. A training DVD has been produced and special section of the website developed.

*The Bereavement Pathways Project* a major national project between Cruse and the Bereavement Services Association, which is looking at how to bridge the gap more effectively between the NHS acute sector and community services. Training to the NHS and guidance for commissioners about bereavement services are being developed.

## DRAFT

*Futurebuilders Project* Commissioning Managers are working with 30 Areas to support them seeking Service Level Agreements and has achieved contracts with a value of £90,000 over the last month. They are also researching the cost of bereavement to assist in negotiations. In many cases, organisations are seeking a service which will deliver pre and post bereavement support and Cruse needs to respond to this positively.

*Key Priorities* There are 18 in the current year. Debbie highlighted the following three: *Increasing and improving access to telephone and web-based support and information for bereaved people* a major overhaul of the website is underway and the first two new sections to be developed will be for the military and for children and young people. Telephone training courses are being developed to extend capacity on the National Helpline and enable Areas and branches to access telephone support skills training. The core leaflet has been updated and will be available very shortly.

*Expanding services to children and young people* Cruse is the leading provider of bereavement support to children and young people and England now has a specialist manager to develop this work, alongside the work in Wales and Northern Ireland. The new Awareness in Childhood Bereavement Care course will be launched shortly and an external training course is being developed. New material has been developed for the website and improvements are being made to Rd4U. An online CYP practitioners forum will go live next Spring and a regional bereaved young people's forum has been established in the West Midlands.

*Increase access and take up of services by underrepresented groups* There has been significant progress in Northern Ireland which now has total coverage across the region in providing support to prisoners.

Cruse's profile in the media has increased with articles in newspapers and radio interviews and guidance and training on working with the media has been developed.

Cruse has also been involved in several other strands of work including Pandemic planning. In addition, Cruse has celebrated its Golden Jubilee which included the Grief Relief launch, a poem being written and piece of music being composed for Cruse, a quilt made, a host of events and conferences and two Royal receptions: Princess Anne attended one in Northern Ireland to celebrate their silver jubilee whilst HM The Queen hosted a reception for Cruse's Golden Jubilee in London.

The demand for Cruse services is rising and the complexity of need is increasing. Achieving change is not easy but it is the key to Cruse's future and a culture shift along the following lines is needed:

- embrace commissioning
- be willing to consider different ways of working
- client involvement
- evaluation

Debbie challenged some traditional thinking (eg 'we are volunteers', rather than 'we are only volunteers'), encouraging everyone to look positively about what we are and can do.

Debbie concluded by thanking Nigel Tricker, the Executive Committee, Council, the Directorate Team, the staff at Central Office and all our volunteers and staff across the Cruse network for all they do to make Cruse the fantastic organisation that it is.

### **9. Honorary Treasurer's Report**

Richard Clarke presented his 5<sup>th</sup> Honorary Treasurer's report for Cruse.

## DRAFT

For the year ending March 2009, income rose by 10% to £3.6 million income, whilst costs increased by 7%, resulting in a small surplus on unrestricted funds.

The overdraft with Barclays bank was repaid and, after carrying out their review of charity accounts, Barclays is happy to continue providing banking facilities for Cruse.

88% of income was spent on supporting bereaved people, with a further 3% on policy work affecting bereaved people eg the Coroner's Bill as well as work in Cardiff and Belfast. Only 4% of income is spent on running Cruse.

Overall, the cost of delivering services is rising as more clients are being supported. The amount spent centrally has been decreasing, although this trend is not expected to continue as projects which benefit the whole organisation, such as the Armed Services project, will appear as a central cost. Money received in the Areas tends to be used on premises and staff to support delivery of services.

Donations and legacies are now the second largest source of income, after local government and PCTs, where income increased by 23% from last year. Cruse receives very little funding from the National Lottery.

The latest figures from the Office of National Statistics indicate that the economy has declined to the same standard as living that we had in 2005, which is the largest decline in such a short period of time. UK Projections in November 2009 from the same sources suggest that by mid-2010-11 the situation will have returned to how it was two years ago, so the current economic difficulties are not seen as a complete crisis.

Turning to the implications of this for Cruse, Richard noted that the Department of Health budget and expenditure has consistently been under-spent over the last few years. Expenditure in this sector is expected to be maintained over the next few years, regardless of the outcome of the general election in 2010. However, inflation may have an impact and any future cuts are expected to be cuts against budgeted growth, so tougher times are anticipated.

Politicians want to see more Third Sector involvement in public funding and a new Compact (between central government and the voluntary sector) is due in December. Cruse needs to be able to understand what we deliver and how we do it together with the performance and impact of this. There is a need to justify what we do and the Cabinet Office has produced a report on Social Return on Investment. This considers the cost and outcomes of what is being achieved, the contribution to society and the potential savings to society of providing the service. Cruse will need to consider how to evaluate the cost benefit to bereaved people and to society eg people returning to work earlier. It is anticipated that when we have the data, the cost savings to society will exceed the £3,000,000 cost of Cruse's services.

The most recent Charity Commission research found that 14 out of 19 charities and trusts had not changed their levels of funding allocation; two thirds of them were planning to maintain or increase their level of grant making. Whilst there has been a 50% drop in charitable income from corporate giving, the scale of the reduction has not been quantified. The economic climate is challenging but there are still sources of income and Richard encouraged everyone to continue fundraising.

Internal finance will be fully implemented next year. This will present challenges, but the recent visits Richard and Nigel Tricker have made to Nations and Regions have

confirmed that it is understood that this process will support fundraising, commissioning and the social return on investment models.

Richard added his thanks to James McCormack and his team at central office and to all Treasurers in Regions, Areas and Branches.

#### **Annual Report and Accounts 2008/9**

Richard Clarke commended the Annual Report and Accounts to the meeting. The adoption of the Annual Reports and Accounts was proposed by Peter Hammersley, seconded by Wanda Buffey and approved unanimously.

Nigel Tricker thanked Richard for looking after Cruse's finances so well and offering insight into the economic background.

#### **10. Appointment of Auditors**

The proposal to re-appoint Macintyre Hudson to audit the accounts for 2009/10 was proposed by Carroll Goff Forth, seconded by Richard Clarke and approved by the meeting unanimously. The Chair expressed the thanks of Cruse to MacIntyre Hudson for their efficient service and good advice, and for their generosity in providing Cruse with meeting facilities for the Executive Committee.

#### **11. Amendments to the Memorandum & Articles of Association**

Nigel Tricker explained the amendments proposed to:

Article 4.8 (the procedure to be followed in the event of a council member having a conflict of interest). The amended wording is consistent with the Companies Act 2006 and uses wording recommended by the charities commission.

Article 10. Changes to the definition of the word 'area' and two definitions of a Council member as they are both a Director of the Company and a Charity Trustee. The definition of 'financial expert' has been updated to comply with changes in legislation to Financial Services and Markets Act 2000.

There being no questions about these, Linda Bollom proposed and Sandra Benjamin seconded acceptance of these amendments. This was carried unanimously.

There being no other permissible business, Nigel Tricker invited questions/comments from the floor.

Irene Kelly thanked Nigel for chairing the meeting so well.

***Areas/Branches need a good information and professional backup to help with new commissioning/contracts.*** Debbie Kerslake replied that information will be put on the website to help with this and invited suggestions for what would be helpful. Comments and suggestions were:

- an information system arranged by Central office to tell people how many clients they are seeing, which GPs are referring etc.
- each PCT has a different strategic direction with a different agenda and set of rules. To put that on the website could be confusing. End of Life Care strategies are also evolving and changing so each submission is different. Anyone needing support with applications can contact Susan Guthrie or Helen Dowdeswell.
- Research is being done by Susan and Helen about how much PCTs save if they use Cruse's services.

## DRAFT

- The situation is evolving and we don't have all the answers yet. The important thing is to start the dialogue with PCTs to establish exactly what they need and what/how we can provide it.

***A concern about/possible block to becoming an Area, is streams of funding from PCTs where the PCT and Cruse Area do not cover the same geographical area.*** Mike Pearson said you can show in the accounts where monies are ring-fenced or used for particular catchment areas; several members reported that they have done this successfully.

***ABC Foundation Training Course*** Concerns were raised where highly qualified clinical professionals have offered their services to Cruse, but declined to proceed when learning they would need to complete the ABC course. Debbie Kerslake responded that this point was considered by the Training Committee when putting the course together. The feedback from 47 pilot courses was also considered, when people from a wide range of backgrounds and levels of experience undertook the training and all gained something from it. The Training Committee concluded that it was mandatory for every potential volunteer working with clients to take the course. The forthcoming review of the ABC course can re-consider this issue. There was general consensus amongst those present that everyone should undertake the course. It was also considered that it could be very divisive for people to do different parts of it depending upon their previous experience. It is important that the Cruse course is the same starting point for everyone.

***Supervision Course*** There were only 2 Cruse people on one Supervision course, the others were counsellors, psychologists etc. All participants commended the standard of the course.

***Can a statistical gathering tool be implemented nationally?*** James McCormack reported that a working party from membership of the Organisational Development Committee and the Client Services Committee is currently looking at statistics needed. The Futurebuilders project includes the cost of building a web-based tool for the collation of data. Mike Pearson noted that the aim is to simplify the annual collation of statistics which can then be submitted on line.

### **12. Date of AGM 2009**

The next AGM will take place on 20<sup>th</sup> November 2010.

DRAFT

**Apologies from Company Members**

Paula	Bracken
Godfrey	Baines
Malcolm	Barry
Vernon	Batsford
Morfydd	Bennett
Sarah	Benton
Wendy	Brassil
Mirella	Brittan
Sylvia	Butcher
Patrica	Collins
Rick	Craft
Barbara	Cullingworth
Ellen	Davis
Judy	Dent
John	Dilley
Michael	Durrant
Samya	Durruty - Koll
Sally	Fish
Carol	Foote
Trevor	Foulkes
Margaret	Frean
Jean	Gent
Susan	Gill
Simon	Godfrey
Avril	Green
Joyce	Griffith
Eugene	Hassan
Lorraine	Innerdale
Frances	Johnson
Lorraine	Johnson
Judith	Lane
Bob	Lovesey
Aine	Murray
Joan	Peers
Katherine	Phillips
Derrick	Price
Sue	Pritchett
David	Pritchett
Bridget	Ramsay
Joyce	Rimmer
Susan	Ripley
Colin	Robertson
Jeff	Shaplend
Malcolm	Shorney

Fred	Sims-Williams
Euan	Slater
Joyce	Spanswick
Jacqueline	Storer
Richard	Storer
Pamela	Sutton
David	Thompson
Tony	Webber
Anne	Wignall
Adrian	Williams
Christine	Williams
Janet	Wilson
Alan	York

**Apologies from Non Company Members**

Baroness	Bottomley
Peter	Brasier
Lorraine	Cardozo
Nick	Clarke
Carol	Cole
Kirsty	Craig
Ann	Cryer
Helen	Dowdeswell
Margaret	Driver
Maria	Ennis
Mark	Francois MP
Catherine	Jackson
Denise	Kantor
Carol	Kirkby
Susan	Kramer
Sylvia	McCarty
Archbishop Vincent	Nicholls
Ken	Norman
Sue	Oliver
Trevor	Phillips
William	Radice
Anjula	Sharma-Smith
Rakesh	Shaunak
Sir Freddie	Viggers
Mildred	Weir
Paul	Williams
Leeds Branch	